

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
3M TOUCH SYSTEMS INC	METHUEN	Merrimack Valley	Manufacturing	We are a manufacturer of touch screen sensors and electronic components.	\$72,984	Rapid changes in technology and our industry require us to continually innovate new products & also to update our MFG line. This has resulted in MFG jobs becoming more technical, & the need to improve technical skills across the manufacturing floor. This plan will increase technical/troubleshooting skills of lower skilled key lead operators, build entry level MFG team leads and high potential operator's computer/leadership/quality skills, and the technical skills of our maintenance team. Maintenance, key lead operators & high potential operators: Word/Excel, Presentation Skills Maintenance: Equipment & Electrical Troubleshooting, PLC, Robotic Maint Key lead operators & high potential operators: Team Problem Solving/Mechanical Concepts ALL MFG employees: Problem Solving/Mechanical Concepts and Tools Maintenance, key lead operators/potentials: Beginning Leadership Skills (not for supervisors) Quality Auditors & MFG Key leads: 7 Quality Tools	Northern Essex Community College, Northeast Electrical, FANUC Robotics America Corporation, The Quality Group	90
A & M TOOL & DIE COMPANY, INC.	SOUTHBRIDGE	Central MA	Manufacturing	A & M Tool is a job shop providing precision parts with tight tolerances. We will produce single parts from customer prints or can design and build custom machines. We also provide welding and fabrication services.	\$75,400	The training from MassMEP will provide training in 5S and Value Stream Mapping and will consist of on-site workshops. The training from Global Business Systems will be conducted at A & M Tool and provide training to necessary employees to obtain the required certifications: ISO 13485:2003 Quality Management System, AS9100 Aerospace Quality and ISO 14001 Environmental Management Systems. Please see attached training proposals.	MassMEP, Global Business Systems, Bill & Gretchen Reynolds	45
ABEL WOMACK, INC.	LAWRENCE	Merrimack Valley	Wholesale Trade	Abel Womack has been providing Massachusetts companies with material handling solutions for over 90 years and has been a certified Raymond Service/Sales Center since 1961. From lift trucks to conveying systems, we can provide a single piece of equipment or a complete warehouse system. We carry the complete line of Raymond lift trucks and many other industry leading brands so that we can provide our local customers with optimal, unbiased solutions plus parts, maintenance and rental equipment.	\$50,085	The proposed training plan will consist of three major sections: 1. Sales Training; 2. Leadership Development; and 3. Customer Service training. Sales training will include training in the Natural Selling Process with Leadership Dynamics, Inc. Leadership Development training will include a Frontline Management program with National Training Associates as well as training on the Predictive Index assessment process and tool with The Cornerstone Group. Lastly, our Customer Service Select program will include a suit of online-based customer service trainings with Soft Skills. This comprehensive plan represents a well-needed initiative to help improve the career pathways of our employees while developing customer relationships and overall business performance.	Leadership Dynamics Inc. (LDI); National Training Associates (NTA); The Cornerstone Group; Skill Soft	61

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ACUMENTRICS HOLDING CORPORATION	WESTWOOD	Metro South/West	Manufacturing	Acumentrics has a long and distinguished history developing highly-reliable power products including Rugged-UPS™ and fuel cells for the harshest environments including the US Military. We manufacture all our products and source most of our components from Massachusetts. Some of our key customers are Raytheon, GD, GA, NGC and Lockheed Martin.	\$100,000	We proposed to do a series of lean and six sigma training to help us improve quality and processes that will make us more competitive in the market place. The training is detailed as Lean Principles Training – 3 8 hour courses for 45 employees, 3 sessions; Value Stream Mapping - 16 hour course; three Kaizens of 24 hours each to eliminate wastes through Process Improvement , to coordinate vendor management activities to eliminate wasteful procurement processes. multiple Team Involvement Problem Solving instructions with application . Six Sigma Training at both Green Belt and Black Belt levels to assure sustainability of all training programs. and Statistical Programs Training.	Mass MEP	45
ANALOGIC CORPORATION	PEABODY	North Shore	Manufacturing	Analogic creates innovative technology used in computed tomography (CT), ultrasound, digital mammography (DM), magnetic resonance imaging (MRI) within the healthcare industry, and in threat detection systems for airport checked-baggage screening and motion controls within the security industry. We provide extensive design, development, manufacturing, and test capabilities for our customers, who are many of the largest, best-known medical imaging and security imaging companies in the world.	\$134,030	The training plan focuses on providing employees with professional skills to help improve existing job performance and equip them with the skills needed to advance toward leadership roles within the company. Training includes supervisory and management certificate programs offered by the Associated Industries of Massachusetts (AIM); 4 key courses delivered by the Corporate Ed Group that target existing employee deficiencies in project management, presentation delivery, effective meeting management, and communications; and a customized financial acumen program to enhance the financial skills of employees to better understand the relationship between financials and their role within the company. The training plan rounds out with a formalized “train-the-trainer” program to provide subject matter experts with the skills and techniques needed to develop and deliver effective internal training programs that will reinforce and continuously develop the skills of our workforce.	Associated Industries of Massachusetts (AIM), Corporate Education Group (CEG), Babson Executive Education, Langevin Learning Services	147

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ARWOOD MACHINE CORPORATION	NEWBURYPORT	Merrimack Valley	Manufacturing	Arwood Machine is an ISO 9001:2008 and AS9100C certified, ITAR registered, small, Veteran Owned, contract manufacturer of ultra high-precision, machined, metal components that has served the Military & Defense, Aerospace, Satellite, and other markets for over 48 years. Arwood is committed to company-wide quality and excellence in our products and services for our customers and our future. Examples of our products include Missile, Jet-engine & Satellite components.	\$101,800	The Training Plan is based on the Gap Analysis conducted during the Technical Assistance Grant. The gap training will be conducted through a blended training program from Tooling U and staff. A list of classes and assessments for each job description and each level within the job has been created. Based on this, employees will complete classes designed for their position. They will also have an opportunity to take classes in the level above to help them progress to the next level. Classes include: Manual Machining, CNC Lathe, CNC Mill, CNC Programming and Maintenance. A set of core training and fundamentals have been established for all machinists, quality inspectors and machine maintenance. Topics in the fundamental classes include: Health & Safety, Shop Math, Quality and Metal Cutting Anatomy. The Core Production topics include: Workholding, Rigging and Grinding.	ToolingU	79
Baycoast Bank (Consortium Application)	SWANSEA	Bristol	Finance and Insurance	BayCoast Bank is a successful community bank serving the people & businesses of southeastern Massachusetts and Rhode Island. The Bank upholds the time-honored belief in community involvement and provides a wide range of financial services, such as a vast array of deposit & loan products. Currently, the Bank serves southeastern Massachusetts with locations in Fall River, New Bedford, Seekonk, Somerset, Swansea, North Dighton, & Fairhaven offering a wide range of financial services for consumers.	\$193,978	Under this proposed Consortium grant, BayCoast plans to undertake three strategic and complimentary training initiatives with Partners Insurance Group & Plimoth Investment Advisors which would support our growth through our new synergetic referral incentive program "Solutions". We propose 1) Just Right Management Development Training Program, 2) Advanced Customer Service & Sales Training, 3) Effective Communication for Enhanced Referrals plus a 4) Train-the-Trainer program so that we can use this opportunity to develop the internal capacity to sustain these new skills sets. We are committed to investing in these training efforts now and in the future and are proposing to provide a cash match of 15% towards this strategic incumbent worker training program.	Bristol Community College Workforce Center	325

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BEARAK REPORTS, INC. (DBA: IDENTITY FORCE)	FRAMINGHAM	Metro South/West	Information	A leading provider of proactive identity theft protection for individuals, businesses, companies in regulated industries, and government agencies.	\$43,700	The Strategic Link training plan includes four components - ISO 27001 Information Security Management System (ISMS) Requirements, Risk Management Requirements, Internal Auditor processes, and ISO 27001 implementation and Continuous Improvement Methods. The modules will include understanding ISO requirements, Codes and Practices for IT Security Management. We will learn how to develop a Quality Manual, Standard Operating Procedures, Work Instructions, and related forms and templates needed to achieve ISO Registration. The CABEM Technologies plan includes the development of IT Testing plans, understanding technical IT security requirements, review of security controls developed as part of this grant, establishing Business Continuity plans per ISO 22301, Infrastructure mapping that ensure technical compliance with the above ISO 27001 related standards. Refer to course descriptions for greater details of the plans.	Strategic Link	5
Belt Technologies, Inc.	Agawam	Hampden	Manufacturing	Belt Technologies has been manufacturing metal belts and pulleys for over fifty years! Since the first project, we've been helping engineers design continuous metal belts and belt conveyor systems for wide ranging applications in aerospace, medical equipment, electronics, food processing, solar panel manufacturing, tobacco, automation and material handling.	\$75,897	1. Improvement process will be utilized to streamline the purchasing component of the business to eliminate redundant administrative tasks that take away from the focus of quality, delivery, and price. 2. Leadership Effectiveness training will be provided to encourage people's creative capacities and freedom of expression to facilitate problem solving and goal setting. 3. Basic manufacturing skills will be taught that focus on shop math, blueprint reading, and metrology. 4. Gap analysis to be performed to identify activities for ITAR compliance. Output is the creation of a manual to address ITAR specific activities. 5. Training in Effective Communication. Program provided by Leadership Dynamics and is a skill building process that helps to develop a plan for communicating. This program aids in solving communication problems and overcoming barriers to cooperation and teamwork. 6. Training on Level 1 and Level 2 Portuguese language skills.	Massachusetts Manufacturing Extension Partnership, Leadership Dynamics, Umass Amherst	31

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BLOUNT FINE FOODS CORP	FALL RIVER	Bristol	Manufacturing	The Blount family has been in the food business since 1880. Our product Line includes refrigerated and frozen gourmet soups, sauces, salads, dips and spreads for food service and retail. Blount's gourmet soups and specialty foods are made with the finest and freshest ingredients, handcrafted by our dedicated team through unparalleled customer collaboration. Our seafood background establishes us as the largest producer of clam chowder and Lobster Bisque in New England.	\$78,500	Communication & Leadership training, D.i.S.C. training, Microbial Awareness training, Leader Effectiveness training, HACCP Certification training, Coaching and Team building training, WorkSmart training and Train the trainer training. A concentration on what we feel is currently our greatest corporate opportunity. A combination of Leadership development, combined with specific skill and knowledge based trainings for various levels of the operation.	MassMEP, Bonnie Gorbaty; Inner Resources (D.i.S.C.), AIM, Skillpath; Coaching and Team building	89
Blue Q Corporation	PITTSFIELD	Berkshire	Manufacturing	Blue Q is a manufacturer of gift items that are sold worldwide. Brothers Seth and Mitch Nash founded Blue Q in 1988 in Boston and relocated to Pittsfield in 1992. The company has achieved widespread popularity by offering high quality products that are whimsical, fun and affordable, with a focus on innovative product design. Examples of current products are bags of all shapes and sizes made from post-consumer materials, gum, lighting, tin boxes, breath sprays and hand sanitizers.	\$57,200	Leanovations, LLC offers instruction focused on developing a learning culture of continuous improvement and creating a business growth strategy to improve productivity. Their philosophy, consistent with the Japanese Kaizen philosophy, is that productivity increases only when an organization eliminates waste activities through team building that engages and empowers employees in continuous improvement. Leanovations will work with all 29 employees at Blue Q to eliminate wastes and create new capacities and employee skills. Through a one day "Lean Awareness and Team Culture Building training," followed by four five-day training Kaizen Team events over a one year period, each for a separate Blue Q team, Blue Q's operations and job functions will be closely examined and employees will learn the tools and skills needed to make lasting continuous improvements.	Leanovations, LLC	29
BLUESTONE ENERGY SERVICES, LLC	NORWELL	South Shore	Other Services (except Public Administration)	Bluestone Energy Services is a national design/build engineering firm focused on the cost effective reduction of energy use in commercial and industrial facilities. The company specializes in comprehensive treatment of facilities for energy reduction, qualifying efficiency projects for utility incentives and tax benefits, remedial design solutions for HVAC systems and carbon footprint reduction.	\$24,500	A five day in house training for the Project Managers and Engineers (16 employees in total) employed at Bluestone Energy Services to complete the Certified Energy Manager program. The training would cover the cost of a textbook and workbook for each attendee, the exam, exam proctor and the CEM certification fees.	The Association of Energy Engineers	16

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BOYD TECHNOLOGIES, INC.	LEE	Berkshire	Manufacturing	Boyd Technologies, Inc. is privately held, and ISO 9001 and 13485 certified, international supplier of advanced flexible materials. The Company's core technologies and developments are in pharmaceutical filtration, advanced wound care, and power storage and delivery products and applications. Many well known manufacturers rely on our company for material sourcing, engineering and precision converting services.	\$116,400	Boyd proposes to implement a training plan to support successful implementation of the company's strategic growth plan. Training will be organized around four complementary components: 1) continuous quality improvement ("lean"), 2) communications & leadership skills, 3) foundational workplace writing & math skills; and, 4) core manufacturing technologies. Training elements will include: TWI Job Instruction, Principles of Lean Manufacturing, Value Stream Mapping, Problem Solving, Standard Work, Essential Math for Manufacturing, Workplace Writing, Computer Aided Design, Interpreting Engineering Drawings and Statistical Process Control. Through implementation of this training plan, Boyd will address the existing gaps in employee skills and competencies which are needed to support the strategic growth plan. As a result, Boyd expects to increase employee wages, promote two employees and add four new positions.	MassMEP, Berkshire Community College	43
CABOT CORPORATION	BILLERICA	Greater Lowell	Manufacturing	Cabot Corporation (NYSE: CBT) is a global specialty chemicals and performance materials company, headquartered in Boston, Massachusetts. The company is a leading provider of rubber and specialty carbons, activated carbon, inkjet colorants, cesium formate drilling fluids, fumed silica, aerogel, and elastomer composites. For more information on Cabot, please visit the company's website at: http://www.cabotcorp.com .	\$226,850	The training program has three major components. 1. Lean Six Sigma Quality Training that includes: Yellow Belt, Green Belt, Black belt, Internal Auditor, Root Cause Analysis and Quality Tools training. These are certification level courses and we expect to certify 23 Green Belts, 8 Black Belts, and 10 Auditors by the end of the grant period. 2. Kaizen events to implement these tools in the business. 3. Soft skills training that includes People Leadership and Influencing without authority, Negotiation Skills, Time Management, and Project Management.	Quality Support Group	150
CALORIQUE LLC	WEST WAREHAM	Cape & Islands	Manufacturing	CalorIQ is an industry leader in the manufacture of low-cost, energy efficient radiant heat elements for the commercial, industrial, residential, hospitality, retail, and healthcare markets.	\$30,360	Lean Manufacturing: The training will teach us how to design and establish processes that are effective, free of waste, and measurable. We will learn how processes create value and identify existing waste through value stream mapping. We will learn how to establish standardized methods for effective process implementation. The training will include modules on Value Stream Mapping, Standardization, Error Proofing, Lean Goals, Kaizen/Continuous Improvement, and Lean Metrics. All this training will account for the industry requirements and ISO 9001	Strategic Link, Inc	14

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Children's Services of Roxbury (Technical Assistance Grant to Consortium)	Boston	Boston	Healthcare & Social Assistance	<p>The CBH (Community Behavioral Health) Collaborative is made up of Children's Services of Roxbury (lead organization) and Latin American Health Institute (partner).</p> <p>Children's Services of Roxbury serves a diverse mix of families and individuals throughout the Commonwealth of Massachusetts. CSR is the largest minority-administered agency in Greater Boston. Services include: Youth and Family Support, Early Education and Care, Behavioral Health Services, and Housing Services.</p>	\$25,000	The project will identify specific skills gaps of this workforce that fuels turnover, prevents employers from growing service in response to demand, and blocks worker advancement in the field. The project will also develop a training plan to address priority skills gaps. The training plan will enhance existing employer training and will support opportunities for mobility in the field. The CBH Collaborative will determine the training package that will be most effective in increasing skills of the workforce, both with regard to content and the pedagogical methods for successfully teaching to the intended audience. Outside sources will be consulted regarding best practices for providing work-based writing and other communication skills for individuals with similar educational levels and language barriers. Existing training content from around the country will be gathered and evaluated. With permission from the original sources, various lesson plans will be combined to the extent available, as the foundation for a Training curriculum. To the extent that resources allow, customized instruction content will be developed to supplement existing resources.	Urban College of Boston	n/a
CIRTEC MEDICAL	EAST LONGMEADOW	Hampden	Manufacturing	<p>We are a contract design, development and manufacturing firm focusing on medical devices, with particular strength in active and passive implantable devices and minimally invasive systems. We provide contract support to a range of companies, from start-ups to research institutions to large OEM's. Cirtec has a strong reputation for solving technical problems and providing creative, practical solutions to complex medical device challenges, working with a wide range of business for over 20 years.</p>	\$106,805	<p>The proposed plan covers several general topics including:</p> <ul style="list-style-type: none"> - Lean 101 & Quality Awareness -educating the benefits of lean to all employees for quality & lean concepts and methodologies. - Improve Quality Management System- reviewing the current system structure for improvements while introducing skills in quality planning, risk management, and process qualifications knowledge. -Skill training will be provided on creativity, innovation, and gathering user inputs to support product development activities. - Work Place English & Manufacturing Technology will be offered to help employees better understand both processes & the technologies available for increased efficiencies, better communication and quality product. - Includes supervisory and leadership training to support our employees and enable better teamwork in all business processes. 	Quality & Productivity Solutions, Inc.	63

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COMFORT HOME CARE, LLC	METHUEN	Merrimack Valley	Health Care and Social Assistance	Comfort Home Care is a home health agency providing nursing, physical/occupational/speech therapies, and home health aides in the homes of our patients. We are one of only a very few agencies in the state that work with a younger population that has mostly mental or developmental disabilities, although about 15% of our patients are elderly. We work to keep these patients safe in the community as an alternative to more structured settings like nursing homes, group homes, or in shelters.	\$68,280	Our plan is to get all eligible nurses working for CHC certified in Psychiatric/Mental Health Nursing. Additionally we will get two of our nurse educators certified in wound care, one recertified, and seven quality control nurses certified in ICD-10 coding. In order to qualify for the psychiatric certification, RN's must have 30 hours of continuing education in psychiatric/mental health nursing and pass a certification exam. I have identified both a local Psychiatric Mental Health Nurse Practitioner and a national education agency that will provide the training as well as the certification exam. The cost of the certification exam will be covered by the company. The Wound Care Certification and ICD-10 trainings will be provided by nationally recognized educational institutes.	Lisa Brown MS, APRN, BC, American Nurses Credentialing Center, Wound Care Education Institute, Selman-Holman and Associates, LLC	110
CONTROLLER SERVICE & SALES CO INC.	AVON	Brockton	Wholesale Trade	Controller Service & Sales Co Inc. is a local electrical components wholesale distributor, established in 1926. The company has provided customers with electrical control products, solutions and services for the past 85 years. Customers are given a great deal of choice in meeting their electrical control needs since they can either buy individual control components or can get a "turn-key" control solution to meet their application needs.	\$54,000	Advanced sales training will help our sales team reach the next level of capability and continue to expand our customer base. Sales employees will learn advanced strategic selling skills. Advanced customer service training will ensure we retain and grow the business that we win. Advanced listening and communication skills, is key to our plan and supports our efficiency, standardization and strategic efforts while advanced operational efficiency has been identified as a training area to help employees become more efficient and learn skills to meet the increased workload at a lower cost. Building up our knowledge about how to use the Internet as a strategy to grow our business in a new channel is a priority to help employees learn, adapt and grow to compete in a new digital environment. Advanced management skills will give managers the necessary planning and management skills needed to manage employees in an increasingly competitive environment.	Select Strategy Inc.	28
CORCORAN MANAGEMENT COMPANY, INC.	BRAINTREE	South Shore	Real Estate and Rental and Leasing	Corcoran Management Company is a full service real estate management company specializing in the development and management of both market rate and publicly subsidized residential communities as well as commercial real estate. Our priority is to deliver superior customer service and maintain exceptional quality standards. CMC is responsible for the management of more than 45 properties comprised of over 9,000 apartments in Eastern and Central Massachusetts.	\$204,565	CMC is proposing a comprehensive training plan that will touch all employees and equip us to improve operations & better serve our clients/residents. We propose to do ESOL for Customer Service, Effective Communications, High Performance Leadership & Advanced Leadership, Diversity for a Changing Workplace, Effective Customer Service, Performance Sales Skills, New Business Development and Lean/Process Improvement Training. We have carefully developed this plan and have the capacity and resources to support this initiative which will take place primarily at our Braintree location.	Umass Donahue Institute, Massasoit Community College	260

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Crane Stationery (Consortium Application)	NORTH ADAMS	Berkshire	Manufacturing	Crane & Company is a family-owned business with origins dating back to the 1770's, when Stephen Crane founded the Liberty Paper Mill in Milton, Massachusetts to provide the paper for the currency of the American Revolution. Crane's stationery products are how most people know the Crane name today. Today boxed and personalized Crane Stationery products such as invitations, notecards and business cards are produced at the plant in North Adams, where Crane has printed its stationery since 1959.	\$250,000	This training will be used to introduce lean principles, systems and tools to all of Crane Stationery employees with particular emphasis given to arming them with the skills and practice necessary to make improvements in their work processes and to implement changes that develop employees, add value to Crane Stationery customers and to strengthen the business in general. We will use the training to understand new ways to increase value and improve productivity across the entire business unit. Training will include basic introductory lean courses, 5S (workplace organization), standardized work, changeover reduction, pull systems, team problem-solving, policy deployment, visual systems, error proofing (Poka-Yoke), TPM, Lean supervisory and management skills, VSM, Admin lean and Six Sigma. Over a two-year period every Crane Stationery employee will be exposed to lean in a systematic way, learning how to work together to solve problems that get in the way of providing customer value.	GBMP	401
Crosstown Center Hotel LLC (DBA Hampton Inn and Suites Crosstown)	BOSTON	Boston	Accommodation and Food Services	The Hampton Inn and Suites Crosstown is a 120 hotel room and 56 suites property located in Boston, Ma.	\$49,760	The training plan includes two components - Impact Advanced Hospitality Customer Service Training and Impact Advanced Hospitality Management Training. The Impact Advanced Hospitality Customer Service Training Program includes modules on designing and delivering exceptional service, communications and listening, problem solving, dealing with difficult people, and protecting the brand. The Impact Advanced Hospitality Management Training Program includes modules on conflict management, conflict resolution, coaching, goal setting, leadership, performance accountability, and process improvement. Refer to attached course descriptions for greater details of the training plan.	Impact Skill Sets, Inc.	50

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CVS/CAREMARK	BOSTON	Boston	Retail Trade	CVS/Caremark is a health care provider and retail operation providing a continuum of services from prescription services, health and beauty aids, and over the counter medications in over 6,000 locations across the country.	\$102,142	We propose two training components critical to the advancement of employees within the CVS Pharmacy career ladder. "Introduction to Careers in Pharmacy" will targeted current cashiers who are interested in beginning their career in Pharmacy. This program will provide 67.5 hours of training specific to the Pharmacy - career pathways, customer service, math, computers, and medical terminology. "Advancing your Career in Pharmacy" is the second component of the training, a 40 hour training and 40 hour coaching program. This training will target Pharm Techs who have passed the state licensing exam and prepare them for the national certification. The program will provide math, study skills, test-taking skills and will provide a facilitated study guide review and 1:1 coaching. These 2 trainings tracks will support the goal of internal promotion to PSA and advancement to PTCB certification; each training will run twice a year.	JVS	120
CYNOSURE INC.	WESTFORD	Greater Lowell	Professional, Scientific, and Technical Services	Cynosure is a leading developer and manufacturer of a broad array of light-based aesthetic and medical treatment systems. Our products are used to provide a diverse range of treatment applications, such as hair removal, skin rejuvenation, and scar reduction, as well as the treatment of vascular lesions.	\$87,845	Our proposed training plan includes the following modules: Leading Effectively, Advanced Group Dynamics, and Advanced Strategic Planning. Instruction in Leading Effectively will focus on critical thinking, clear communication, conducting crucial conversations, the work of leaders, and critical thinking. The Advanced Group Dynamics module will concentrate on interviewing, giving presentations, and building a collaborative work environment. Advanced Strategic Planning topics will include surviving an acquisition, helping others collaborate, managing projects, and delivering difficult messages.	Tandem Training & Consulting, LLC	58
DELPHI CONSTRUCTION, INC.	WALTHAM	Metro South/West	Construction	Delphi Construction provides full service preconstruction and construction management services, including budgeting, scheduling, feasibility studies and owner's representative services to the healthcare, elder care, independent and assisted living communities, commercial, religious, educational, hospitality and multi-family residential markets, primarily in Massachusetts.	\$43,200	The training plan includes 4 programs, each addressing specific company and employee learning and development needs: • Strategic Leadership. For senior executives - advanced leadership skills for developing and implementing strategy, analyzing and implementing business intelligence, marketing and selling, and building positive organization culture. • Project Leadership. For project managers - leadership skills to understand and respond effectively to diverse others, communicate effectively, manage time, manage meetings, sell new projects and strengthen client relationships • Superintendent Leadership. For superintendents - management and communications skills to strengthen relationships with clients, staff and subcontractors, hold people accountable, manage meetings, write and document professionally. • Field Communications. For carpenters – time management and communications skills to demonstrate high levels of client service and professionalism.	Dr. William Ronco	44

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DETECTOR TECHNOLOGY, INCORPORATED	PALMER	Hampden	Manufacturing	Detector Technology, Inc. manufactures scientific products & systems for OEM and equipment manufacturers. We specialize in channel electron multipliers, precision components, medical implants, glass extrusion, high-level system integration and have a linear & rotary stepper motor line. DeTech also engages in CNC Fabrication, contract clean room assembly, enclosure manufacturing, specialty coatings & motion-controlled products.	\$112,800	DeTech is committed to increasing the skill sets of their employees in all facets of the business. Our plan is a 24-month initiative and will cover a vast array of training sessions across all functions of the organization. We have an employee base that is extremely hard working and want to advance their skills and these types of training classes will help them achieve these goals. Some of the key areas of focus include: Lean Manufacturing, employee cross-training, manufacturing innovation, waste reduction, supply chain management, quality management systems, team-building and problem solving, customer service and leadership/supervisory training.	MassMEP, AIM (Associated Industries of Massachusetts)	60
DIGIPRESS (DBA: SPIRE PRINTING)	DORCHESTER	Boston	Manufacturing	We provide clients with customized direct marketing and print production solutions. Our services include: 1) Outsourcing-we manage every aspect of planning, developing, and delivering superior printed and direct marketing materials. 2) Print Production-capabilities include offset, digital & print-on-demand, and large-format graphics. 3) Financial Services Solutions-Offer personalized marketing materials to plan sponsors and participants. Green Initiatives: Spire is FSC, SFI and PEFC certified	\$52,800	This training plan focuses on improving workflow and consists of 4 related modules with the following training content: • Equipment Conscious Operators - Provides equipment operators with the skills to reduce equipment downtime, due to major equipment breakdown. • Quick Changeover Practices - teaches a practical approach to to reducing changeover time by separating internal & external setup set up tasks. • LEAN Workplace - provides participants with the skills to improve workflow efficiency through the identification and elimination of non-value added activities, improved workplace organization, and leveraging team skills/knowledge to solve problems and improve the efficiency and effectiveness of work activities. • Measuring Organizational Performance - develops six-sigma skills in the development and implementation of performance measurements at the company, department and operational levels which will support the LEAN focus described above.	ManageAssist, Inc.	28

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Distron Corporation	Attleboro Falls	Bristol	Manufacturing	Distron offers a complete line of Electronic Manufacturing Services beyond basic circuit board assembly and electromechanical assembly. We differentiate our company by providing the advanced capabilities of a large electronic manufacturing services (EMS) company with the technical service and support of a local electronic manufacturing services (EMS) partner. The additional value added services we provide include program management, supply chain solutions and engineering services.	\$107,250	Lean Training will provide classroom instruction with hands on experience in the simulated shop-floor venue of the Time Wise Inc. Clock Factory. Value Stream Management Systems is facilitated by two senior Mass MEP project managers to create two Value Stream Maps that describe the selected work process flow. Kaizen Events will provide continuous improvement through the application process that follows the Deming Wheel- Plan, Do, Check, Act. Team Involvement Problem Solving will teach root cause problem solving process that supports the elimination of impediments to process flow. Leader Effectiveness Training will teach participants to learn both the basic philosophy underlying this model and more importantly use the Behavior Window to recognize when and how to use the skills to make it work. Training Within Industry is the missing link in the lean journey. ISO 13485 Training for the new revision. Six Sigma Training, Supervisory Training for Green Belt Certification.	MassMEP, Associated Industries of Massachusetts	77
DOUBLE N., INC. (dba SALVATORE'S RESTAURANT)	LAWRENCE	Merrimack Valley	Accommodation and Food Services	Salvatore's is a full service, Italian restaurant complete with private dining rooms, full bar, and a fine-dining ambience. The company headquarters is located in Massachusetts, and there are five locations in Massachusetts, two in Boston, and three in the surrounding areas of Lawrence, Andover, and Medford.	\$230,200	To reduce costs and turnover, managers will be taught specific skills in hiring, problem-solving, and gracefully exiting wrong fits. Executive and management staff will be trained in change capacity building and internal promotion in order to better lead teams and grow talent. Employees will receive in-depth sales training in order to increase revenue and employability and promotion across all industries. To better serve customers, increase staff employability, and increase revenue, every head chef, cook, manager, and food server will be trained to address celiac and gluten-free issues. Finally, employees at every level will receive training in conflict resolution and constructive communication. Leadership will disseminate many of the trainings throughout the organization through train-the-trainer programs. GREAT Kitchens, Jack Daly, and Goal/QPC trainings will result in employee certificates. After the gluten-free training, each Salvatore's location will also receive a certificate.	Goal/QPC, NFCA/GREAT Kitchens, Pondera Advisors LLC, Next Street, Jack Daly, Inspirational Ones	512

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DUVAL PRECISION GRINDING, INC.	CHICOPEE	Hampden	Manufacturing	Duval Precision Grinding Inc provides precision grinding services to the aviation, defense and commercial markets. We provide expertise in six types of grinding including: OD, ID, surface, jig and Blanchard type grinding. The company also handles the outsourcing of manufacturing, coatings, plating, spraying, NDT, and other requirements for many of its customers. We are a FAA certified repair station handling repair parts for the aviation industry.	\$54,600	The training will comprise of the following Lean Training: -Basic Lean Training - Getting all employees speaking the same language and educating them in how to identify waste -Building a Successful Lean Team - Provides the know how for managers to form and nurture successful work teams. -Team Problem Solving - teaches a structured, team based, root cause oriented problem solving process -Team Problem Application - They will use these tools for planning actions and demonstrate their new skills at their workplace -Value Stream Mapping - Understand the current state, create a future state vision and implementation plan -Set Up Reduction - results focused Kaizen to reduce changeover times -Kaizen - 3 day results oriented workshop using the process to make change -Visual Scheduling - teaches principles of the visual factory -Leader Effectiveness Training - learn to build and sustain effective relationships with employees	Massachusetts Manufacturing Extension Partnership	28
DUVINE ADVENTURES INC. (dba. DUVINE CYCLING & ADVENTURE CO.)	SOMERVILLE	Metro North	Arts, Entertainment, and Recreation	We provide adventure bike tours in France, Italy, Ireland, Spain, United States, and other regions of the world. We customize trips for every aspect of the tour from food, lodging, cycling equipment, clothing, tour guides, and specialty needs. Our guides are former professional athletes, professors, author's and chef's. The tours are designed by trip designers and supported by guest services at our Somerville MA headquarters.	\$39,808	We will participate in the Impact Advanced Customer Service Selling Program. Modules will be conducted in identifying listening styles, communications with electronic media, dealing with difficult people, questioning techniques, problem solving, the social, discovery, and qualifying phases of a sale, the confirmation phase, identifying main and secondary buying motives, feature and benefit selling, and closing techniques. We will also participate in the Impact Advanced Management and Project Management Training Program. Modules will be conducted in conflict management, conflict resolution, leadership, coaching, goal setting, time management, performance measurement, and team building. Please refer to the course outlines attached with the grant application.	Impact Skill Sets, Inc.	17
EAST COAST MICROWAVE SALES & DISTRIBUTION, INC.	WOBURN	Metro North	Manufacturing	Franchised distribution company specializing in RF and Microwave components, Bulk Cable and Cable Assembly.	\$78,000	Implementing ISO 14001, AS9120 & LEAN Manufacturing which compliments our AS/9100 and ISO9001 systems already in place with techniques as shown and described within this application. All will consist of the training above standards, creation of systems to above standards, implementation of training to above standards, and auditing to above standards. AS9120 is integral to our status as Distribution company, LEAN directly impacts our Manufacturing business and ISO 14001 falls in with our business principles and our committed to the environment	ExoLytic, Inc.	21

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
EASTERN MASS MACHINED PRODUCTS, INC.	SALISBURY	Merrimack Valley	Manufacturing	Located in Salisbury, Massachusetts, Eastern Mass. Machined Products, Inc. (EMMP) is a manufacturer of precision screw machine components specializing in machining Swiss type parts for the aerospace, medical and electronics industries. All of our parts are manufactured to our customer's specifications and close tolerances. We are experts in short runs and small lot sizes in a variety of materials.	\$52,300	We look to focus on two key areas; continuous improvement/Lean and manufacturing skills. Through the Lean courses we look to reduce set-up times and enhance labor efficiencies by covering topics such as Five S, Process Mapping, Quick Changeover and FMEA. We anticipate sufficient changes to production processes that we will also work with the training to ensure new methods are documented and adhere to AS9100 process controls. Under manufacturing skills we look to bring all Operators up to speed on current CNC programming processes and to begin cross-training on PartMaker, our AutoCAD software.	National Training Associates (NTA) Marubeni Citizen-Cincom, Inc DelCam- PartMaker	14
ELIZA CORPORATION	DANVERS	North Shore	Health Care and Social Assistance	Eliza Corporation is the pioneer and recognized leader in Health Engagement Management, blending technology, communication expertise and data analytics to drive healthy behavior change. We offer communications via automated/speech recognition phone calls, e-mail, mail, and text messaging. Our integrated communication strategies consistently yield superior outcomes in terms of improved engagement, clinical measures, and financial savings.	\$221,500	Continuous Process Improvement includes CPI teams, structured problem solving and root cause analysis, performance metrics, mapping new processes; Customer Service/Sales & Marketing includes, orientation to selling skills, upselling skills, team based proactive CS, strategic marketing to expand sales, identifying internal/external customers needs, measuring customer satisfaction, and handling difficult customers case studies & role plays; Project Management will include: developing clear objectives, development of a realistic plan (including the use of work breakdown structures), change management, control of dependencies, risk management, progress monitoring and control (including using earned value management techniques), and capturing of lessons learned.; Train the Trainer includes training internal company trainers in adult learning, conducting a training needs analysis, presentation skills and training evaluation	The Competitiveness Improvement Company	154
ENDODYNAMIX, INC.	SALEM	North Shore	Manufacturing	Research, Design, and manufacturing of Medical Devices	\$10,000	eight days of On-site training for five employees on Delcam's PartMaker software. This training will provide employees the fundamentals necessary to program our Mazak CNC machining centers at higher level. The goal is to lower the per piece matching time by 50% while increasing machining accuracy. This training would encompass five employees and allow the company to remain competitive in the commonwealth.	DelCam	7

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ENVIRONMENTAL INTEGRITY COMPANY LLC	HOLYOKE	Hampden	Other Services (except Public Administration)	Electronic recycling and data destruction utilizing green initiatives, while ensuring data privacy through physical destruction of electronic data and maximizing product reutilization through repair, remarketing and recycled materials.	\$30,211	Environmental Integrity (EI) is focused on 3 areas to assure its future growth and develop the leadership skills of all levels of management. Utilizing Technology (3 modules) throughout the company to ensure EVERY employee understands the 'whys' and 'hows' of each e-Stewards® process and procedure. Leadership (4 modules) will enhance managers' 1:1, team building & accountability skills leading to increased employee engagement & productivity. Lead workers will develop transferable skills while learning to lead & increase productivity. Business Management will provide seasoned workers with advanced knowledge and skills to expand their ability to respond effectively in daily interactions with employees. Each module is comprised of classroom training and hands-on practice.	JT Environmental, Employers Association of the NorthEast (EANE)	21
EP MIDCO, LLC (dba. EURO-PRO MANAGEMENT, LLC)	NEEDHAM	Metro South/West	Manufacturing	Euro-Pro Operating, LLC is the creator of the familiar household brands Shark & Ninja. Euro-Pro is a pioneer in innovative cleaning solutions and small household appliances with the goal of giving today's busy consumer better and more efficient products that fit their lifestyle. By providing appliances that are not only highly functional but also innovative, Euro-Pro has carved out a significant market share in the housewares industry, becoming one of the leading companies in this sector.	\$176,950	Our training plan is based on our training needs assessment that our 232 Leaders, Managers and Employees require new training that will provide our existing team with the skills needed to continue to drive our business growth and develop the full potential of our work force. More specifically, we propose the following training plan: Leadership & Management Training for 50 existing and emerging managers (6 days of training is needed for 4 groups of 12-13 managers and supervisors); Customer Service Training for 90 managers and employees (2 days of training for 6 groups of 15 and a Train-the-Trainer program for Euro-Pro to continue the training after the grant has expired); Project Management Training for 25 managers and project professionals (3 days of training for 2 groups of 12-13); & Productivity Improvement Training for 120 managers and employees (2 days of training for 50 managers and 1 day of training for 70 employees - 10 groups of 12, and a Train-the-Trainer program).	High Performance Learning, Inc.	232
EXCELL SOLUTIONS, INC (Consortium)	BILLERICA	Greater Lowell	Manufacturing	Formed from the marriage of a local machine shop and sheet metal shop, each with over 25 years experience, we can provide true solutions as well as the machined and sheet metal components customers require. We have a 25,000 square foot facility staffed by top notch people and equipment. We manufacturer of machined components and sheet metal & fabricated parts. We focus on small volumes, more difficult parts and quick turn around.	\$56,250	Need problem solving and lean manufacturing training. We need to improve our direct labor forces ability to quickly respond to our customers needs. By raising their skills we can better meet our customers needs for their custom products. Both Companies will receive the same training and will support each other during and after the grant has been completed.	Massachusetts Manufacturing Extension Partnership	32

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
EXCELSIOR PRINTING COMPANY (DBA: EXCELSIOR INTEGRATED)	NORTH ADAMS	Berkshire	Manufacturing	Excelsior is a full service, integrated printing and communications company, providing a complete range of marketing, distribution, inventory management, print and digital communications services.	\$82,500	Excelsior proposes to implement a training plan to advance the understanding and practice of continuous improvement throughout the company in order to address operational challenges including: inefficient work flow, inconsistent production processes, and higher than acceptable levels of waste. Over 24 months, Lean Manufacturing will be taught through a series of courses offering both classroom and hands on learning. Berkshire Community College will be the primary training provider. As a result of this training, Excelsior will improve employee skills in manufacturing operations leading to increased sales, value added ratio, and operating profits. These results in turn will allow the company to improve its overall competitive position, avoid potential layoffs, add six (6) new jobs and implement a profit sharing plan for its employees. This profit sharing plan is projected to add 2% to employee wages.	Berkshire Community College	46
FAMILY EYE CARE CENTER & OPTICAL GALLERY, INC.	WESTFORD	Greater Lowell	Health Care and Social Assistance	The Family Eye Care Center and Optical Gallery is a full service eye care organization servicing the greater Westford region. Dr. Baharozian and his staff provide routine eye exams, treatment for complex eye diseases, laser vision correction, and cataract surgery.	\$80,965	The plan is to conduct Lean process improvement training and skills development for the medical practice staff. Participants will be doctors, nurses, technicians, front desk, and administrative staff. The program will consist of five (5) training modules; 1 - Lean Six Sigma principles, process flow, value stream mapping, standard work development; and goal setting; 2 - Understanding process quality, barriers to flow, and measuring process constraints; 3 - Team-based problem solving; computer process simulation as a tool for evaluating potential solutions. 4 - Plan-Do-Check-Act method for making improvements and validating results through data evidence; 5 - Sustaining change through continuous process improvement and the use of Key Performance Indicators (KPIs). Please see course outline attached to the grant.	Visual Clinic	11

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
Farrell Backlund Insurance Agency, LLC	Taunton	Bristol	Finance and Insurance	Farrell Backlund Insurance Agency LLC, is a full service insurance agency offering a comprehensive range of products and services. Through our 6 locations in Taunton, Attleboro, Rehoboth, Dighton, Middleton and Freetown and over 70 employees, we conduct business with over 25 national and regional insurance companies for over 19,000 clients. Striving to provide quality service, we partner with Bristol County Saving Bank to provide a seamless link to fulfilling our client's needs.	\$77,489	Customized sessions for 74 employees will include case studies & team dynamics in leadership, advanced customer service, business writing, service to sales, train the trainer, public speaking and intermediate computer skills. Leadership: Managers will advance their skill sets in leading, mentoring and motivating their staff. Advanced Customer Service: Employees will better grasp customer issues, handle the irate customer, recognize and pro actively correct potential problems, and provide outstanding customer service. Business Communications: Employees will gain skills in written and verbal communications. Service to Sales: Internal experts of our products and sales technique experts together will provide skills in customer needs identification, networking, and successful sales techniques. Computer Skills: Increasing current knowledge and providing tools & shortcuts to greater efficiency, train the trainer module will be included.	UMass Dartmouth	74
Fleet Machine Co. LLC	GLOUCESTER	North Shore	Manufacturing	Fleet Machine Company is a manufacturing company that provides precision machining, engineering and design services to the Aerospace, Medical Device, Defense and other high technology industries.	\$29,150	The proposed training plan is composed of three elements all focused on improving productivity and increasing competitiveness: 1. Lean/Kaizen (C010 Mfg Best Practices): A 48 hour course that is customized to meet the needs of Fleet Machine. This course is to instruct management and employees on how to apply lean practices to our services and manufacturing processes. The objective is to improve customer responsiveness, improve quality, and increase productivity. 2. C019 Mastercam: This is a 60 hour course that will instruct employees of the use CAD (computer aided design) and CAM (computer aided manufacturing) practices. The training will greatly advance the skills of the machinists and the enhance the capabilities of Fleet Machine. 3. AS9100C implementation training: This 94 hour course is geared to providing Fleet Machine the competencies and guidance to implement a quality management system leading to an AS9100C registration.	Custom Machine Group, R. Liddle, Inc.	8

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
FRESH TILLED SOIL	WATERTOWN	Metro North	Professional, Scientific, and Technical Services	Fresh Tilled Soil is a web design/web product design agency providing strategic user interface, experienced design, CMS development, and application services.	\$49,760	Our plan is to train 7 of our management, 3 of our sales team, and 10 professional members of our company on the Impact Advanced Negotiation Presentation skills training program. This program will teach us skills for identifying a person's communication style, questioning techniques, skills for informational mining, confirming information, feature and benefit identification, trial closing, closing techniques, building a presentation, content delivery, and non verbal techniques. we also plan to train 7 of our managers, 22 of our professional staff and 3 of our sales staff on the Impact Advanced Management Training Program. This skills program will teach us techniques for communicating effectively, managing and resolving conflict - internal/external, coaching, goal setting - internal/external, leadership, performance measurement, and process improvement. Please refer to the course outline attached with the grant application.	Impact Skill Sets, Inc.	32
G-FORCE SHIPPING	NORWELL	South Shore	Transportation and Warehousing	G-Force Shipping serves the logistic and shipping needs of customers throughout the USA and Canada. We provided shipping services for less than a full truck, full truckloads, shipping needs analysis, shipping consulting, freight quoting, and shipping tracking services. We represent over 90 shipping carriers throughout the USA and Canada.	\$54,736	The Training Plan includes two training programs - Impact Advanced Selling Skills and Impact Advanced Customer Service skills: The Impact Advanced Selling Program includes modules on how to mine for critical information in the social, discovery, and qualifying phases of a sale, how to confirm information back to a customer, how to analyze a customer's main and secondary buying motive, how to align features and benefits to the motive, and how to close business. The course also includes modules on building an effective referral system. The Impact Advanced Customer Service Program includes modules on identifying an individuals listening/processing style during live, telephone, and electronic communications, how to deal with difficult people, how to effectively problem solve, and how to assess customer satisfaction in real time. Please refer to course descriptions attached with the application.	Impact Skill Sets, Inc.	42

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
GLOBE COMPOSITE SOLUTIONS LTD	ROCKLAND	South Shore	Manufacturing	Globe Composite Solutions provides cost effective composite alternatives to customers critical applications with weight, durability, chemical compatibility, and strength challenges. Customers consult with our engineering team to solve design constraints and then manufacturing produces the components from urethane and other composites. Globe serves industries ranging from military shipbuilding to large package handling organizations with requirements from samples to high volume production.	\$67,750	Globe helps customers face a wide array of challenges and in doing so our team needs to be agile enough to employ a wide variety of technologies and processes. Ensuring our team is capable of multi tasking and adapting to business changes is critical. By training our team members in Basic Manufacturing Skills, Solid Works Training, Team Involvement, Problem Solving, TIPS Application, Lean Principles Training, Value Stream Mapping, AIM Supervisory Training, and Quality at the Source our goal is to have a cross functional team that appreciates our goal to satisfy customer needs in a cost effective and timely manner.	Mass MEP, AIM, CADD Edge Marlborough, Access Manufacturing Systems CAMWORKS Training	32
GOLDEN CANNOLI SHELLS CO., INC.	SOMERVILLE	Metro North	Manufacturing	Golden Cannoli Shells Co., Inc. is a pastry manufacturer specializing in a variety of cannoli shells and ricotta fillings for over 42 years. The company is second generation family owned and operated. Our products are available wholesale and retail, nationwide and in Canada. In addition, we provide co-packing and private labeling capabilities. All our products are kosher, trans fat free, nut free and preservative free (natural).	\$74,900	The training will include a suite of Lean Methodology programs including Principles of Lean, Value Stream Mapping, Focused Kaizens and Team Involved Problem Solving. The training will include a Strategic and Business Planning module to train the staff members how to manage growth and to sustain process improvement. The training will also have a Safe Quality Food training program to teach the employees necessary quality programs to give the company access to national food distribution channels and the English as a Second Language Program (ESOL) will train all employees how to effectively communicate work instructions.	Mass MEP, MAPA, Food Safety Help	41
GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD, INC (Healthcare Consortium #1)	NEW BEDFORD	Greater New Bedford	Manufacturing	Attentive provides in-home services tailored to elderly, disabled and ailing enabling them to live at home with dignity providing services to include Supportive Home Care, Home Health Care, Homemaking and Companionship. The GNB Community Health Center provides primary health care services with a focus on the medically under served. Services include adult and pediatric primary care, maternal and child health, women's health services, HIV/AIDS primary care, benefits counseling & urgent care.	\$208,969	The training plan focuses on "soft skills" for a target population of managers, supervisors, administrative support staff, home health aides and scheduling clerks to include 40 hours of cultural competency to learn how to work with diverse populations and to utilize culturally appropriate strategies in health care delivery and health promotion, 60 hours of medical & community interpreting offers the trainee a certification preparing bilingual trainees to work as interpreters in a variety of community settings and are able to develop specialized vocabulary and communication skills, 48 hours of supervisory & leadership specifically in health care/human services settings to understand the team process as an integral part of agency dynamics and 40 hours of effective communication for customer service to improve the patient/client experience turning dissatisfied customers into loyal ones while identifying solutions to ineffective processes.	Bristol Community College	72

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD, INC (Healthcare Consortium #2)	NEW BEDFORD	Greater New Bedford	Health Care and Social Assistance	Coastline Elderly is an aging service access point for the state of MA and the federal area agency on aging providing long term community support services to assist individuals to live safely in their homes offering over 18 services. Personal Touch is a certified home health care agency that provides skilled health care to clients. They are a Community Health Accreditation Program (CHAP) that provides services from nursing to home health aid.	\$207,979	The training plan focuses on "soft skills" for a target population of managers, supervisors, administrative support staff, home health aides and scheduling clerks to include 40 hours of cultural competency to learn how to work with diverse populations and to utilize culturally appropriate strategies in health care delivery and health promotion, 60 hours of medical & community interpreting offers the trainee a certification preparing bilingual trainees to work as interpreters in a variety of community settings and are able to develop specialized vocabulary and communication skills, 48 hours of supervisory & leadership specifically in health care/human services settings to understand the team process as an integral part of agency dynamics and 40 hours of effective communication for customer service to improve the patient/client experience turning dissatisfied customers into loyal ones while identifying solutions to ineffective processes.	Bristol Community College (BCC)	103
GTR Manufacturing Corporation	BROCKTON	Brockton	Manufacturing	GTR Manufacturing is a single solution precision sheet metal fabricator that specializes in Sheet Metal Fabrication, Electro Mechanical Assembly, Painting, Powder Coating and Silk-Screening Processes, and Quick Turn Prototype Cell. GTR serves large and small customers, from individual entrepreneurs to large multinational corporations in the medical, electronics, electrical, chemical, surveillance, and environmental industries.	\$100,800	The training program has four major components. 1. Lean Six Sigma Training that includes: Champion, Yellow Belt, Green Belt, and Kaizen events. These are certification level courses and we expect to certify 5 Green Belts by the end of the grant period. 2. Quality Training that includes Internal Auditor, J-STD-1 for producing soldered electrical and electronic assemblies, and Corrective Action Preventative Action (CAPA) modules. We expect to Certify 12 Auditors and 8 Manufacturing Employees to J-STD-1 3. Soft skills training that includes Supervisor Training and Team Building modules.. 4. ERP Phase II implementation Training.	Quality Support Group, EpiCenter Professional Services	65
HAARTZ	ACTON	Metro South/West	Manufacturing	Haartz Corporation is the world's leading supplier of automotive topping fabrics, as well as a leading manufacturer of engineered moldable interior trim coated foam materials. We produce a wide variety of quality-engineered, soft-trim materials for car convertibles, recreational boats, and other industrial applications.	\$114,367	Our proposed training plan is designed to improve efficiencies in all aspects of our manufacturing business, by training employees in lean manufacturing skills. The implementation of lean skills will result in our workers being more productive, controlling costs, ensuring quality and consistency, and increasing our ability to compete. Our plan includes 4 specific areas of training: Lean Awareness (offers a summary of Lean/Six Sigma), Lean Champions (trains senior managers to provide guidance to the teams that will be participating in the process improvement workshops), Value Stream Mapping (ensures participants understand the current state and then apply principals and behaviors to map the desired future state), and Lean Manufacturing (offers 3 workshops designed to apply principles to the selected pilot line).	Tandem Training Corporation	122

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
HAYDEN CORPORATION	WEST SPRINGFIELD	Hampden	Manufacturing	For over three decades Hayden Corporation has served its clients with the highest quality Thermal Spray Coating and Laser Cladding in the Northeast – and the country. Our facility includes plasma, arc-wire, flame spray, high velocity oxy fuel and laser cladding services.	\$38,825	The training for Hayden is NADCAP AC 7109 Criteria for Coating, AC 7109/1 Criteria for Thermal Spray and AC 7109/5 Laboratory Practices. Nadcap consists of "prime contractors" such as Boeing, Lockheed, Electric Boat, etc. to coordinate industry-wide standards for special processes such Thermal Spray. The training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); NADCAP Overview (to introduce procedures and policies to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for Hayden that meet the standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented); Internal Auditing (to train internal auditors to perform audits to ensure that the policies and procedures are complied with), Measurement, Analysis and Improvement(To learn, comprehend and implement internal improvement projects).	Jet Training Services, LLC	35
HealthFirst Family Care Center, Inc.	Fall River	Bristol	Health Care and Social Assistance	HealthFirst provides comprehensive medical, dental care, obstetrics, cardiology, health education, assessments and screening, interpreter service, chronic disease care managements to over 8,000 patients annually. Our new state-of-the-art facility has over 40,000 sq ft on one floor for improved patient flow with on-site radiology, laboratory and pharmacy services. 70% of our staff are bilingual and we serve everyone working in a team-based environment.	\$150,150	HealthFirst is proposing a comprehensive training strategy focusing on 1) Management Development Training, 2) Marketing and Business Development Training, 3) Effective Communication & Cultural Competency for Patient/Customer Service Training, 4) Lean Sigma/Process Improvement for Healthcare Training (3 levels/modules), and 5) Train-the-Trainer Training. The Patient/Customer Service and Lean Sigma training will engage front-line HealthFirst staff. The combined impact will be to improve our Center's efficiency & patient service allowing us to grow our patient/client base in our brand new state-of-the-art community health center in downtown Fall River. HealthFirst has an important mission to extend care to under-served & the neediest population in Fall River. This population has more healthcare options, so therefore we need these enhanced skill & tools to better meet the demands of changing market and increased competition from private for-profit healthcare providers in our region.	Bristol Community College Workforce Center	74

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
HITTITE MICROWAVE CORPORATION	CHELMSFORD	Greater Lowell	Manufacturing	Hittite Microwave Corporation designs, develops and manufactures high performance integrated circuits, modules, subsystems and instrumentation for technically demanding radio frequency, or RF, microwave and millimeter wave applications. covering the frequency range of DC to 110 GHz. We have developed a deep knowledge of analog, digital and mixed-signal semiconductor technology, from the device level to the design and assembly of complete subsystems.	\$165,000	This training plan is built around three certificate programs designed to ensure Hittite retains its competitive position and continues to grow and retain jobs. The six course certificate program in Innovation Project Management will provide skills for managing the new product introduction process from end to end. It is designed to give participants the skills take products designed in Massachusetts from the idea stage into products that effectively can be manufactured and sold in a rapidly emerging highly competitive technology environment. The five course Six Sigma Process Improvement Certificate Program will align our overall process improvement efforts to give participants the skills to enable them to solve critical issues that arise to meet the demands of global competition. The five course Leadership Program will build our bench strength for the future by giving our leaders the skills to harness the effectiveness of the team so that innovation and teamwork will flourish.	Worcester Polytechnic Institute	180
HOLLISTER ASSOCIATES, INC.	BOSTON	Boston	Other Services (except Public Administration)	Hollister is known for its corporate culture, commitment to integrity, passion, communication, and community involvement. Founded in 1988, woman-owned (WBENC and SOMBWA certified) Hollister is a full-service staffing firm passionate about connecting New England's most accomplished candidates with its top employers. Hollister partners with vibrant, successful businesses to understand their fundamental dynamics and serves their full range of recruiting needs.	\$221,168	This training plan proposes 6 training modules that together will fuel long term, sustainable growth. Together, these modules will develop new leaders, grow the capacity of current leaders and develop our people while improving client relations and growing the list of clients we serve. Three different tiers of Leadership and Communication modules (Modules 1, 3 and 5) will serve different learners and a train-the-trainer (Module 6) will ensure that baseline communication training is sustainable after the conclusion of the grant. A Sales training (Module 2) will improve the team's ability to grow the business where Module 4: Train-the-Trainer Sales will offload some of the sales work from the EVP to capable managers, allowing large capacity leaps to occur at all levels of the company.	Francesca Radbill/Radbill Consulting, Next Level, Inc., Dave Turano, EVP at Hollister, Karla Driskel	298

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
HOPPE TECHNOLOGIES INC.	CHICOPEE	Hampden	Manufacturing	Hoppe Technologies is a leading diversified manufacturer of high tolerance precision machined components and assemblies, that offers a single source solution for precise, high-quality, flexible and on-time manufacturing to top-tier customers globally, from defense contracts and medical companies to commercial clients and optics manufacturers.	\$45,500	Hoppe Technologies proposes to leverage the initial stage of its' lean program by running the following 7 training modules which will complement our own recent effort and strengthen our overall operational systems: 1. Statistical Process Control (SPC) introductory training for front-line employees, including production and technical staff, and management staff. 2. Advanced SPC for select technical and management staff. 3. Foundational skills training in blueprint reading and quality measuring techniques for select lower-skilled assembly production staff in order to cross train and provide promotional opportunities to machining jobs. 4 & 5. Time management and Project management training for key production management and technical staff. 6. Supervisory/Team leader training in teamwork and communication skills for the management staff and front-line manufacturing staff. 7. Lean Practitioners training for key production management, technical staff, and team leaders.	Training and Workforce Options (TWO)	58
HORIZON BEVERAGE COMPANY	NORTON	Bristol	Wholesale Trade	Horizon Beverage Group was founded in 1933, as a simple family run business with 6 salespeople working out of a garage to today, where Horizon Beverage Group employs over 700 people throughout New England. We distribute the world's top wines, spirits, malts and waters. With 4 generations of family ownership & 75+ years of experience in sales, marketing & service, Horizon Beverage Group is now the area's leading beverage alcohol distributor, "providing luxury goods with Tiffany service."	\$194,070	Horizon Beverage is proposing a comprehensive strategic training plan that will address key factors connected to operational improvement. This training plan includes: 1) Advanced Sales Skills to spur innovation in product placement & on-premise products sales (restaurants/caterers), 2) Effective Manager/Supervisor Skill to support our middle & emerging leaders, 3) Effective Communication/Team Work for our operations personnel, 4) Management Development training for our senior leadership to support strategic business development, 5) Excellent Service for Internal & External Customers & 6) Train-the-Trainer module to ensure that time and resources are dedicated to develop capacity & internal expertise to retain skill gains. This plan will extend training to both employees at our new state of the art location in Norton where we have recently expanded facilities & increased operations in a former General Motors building, as well as, at our satellite facility in Ludlow, MA.	Bristol Community College	315

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
HUB FOLDING BOX COMPANY, INC.	MANSFIELD	Bristol	Manufacturing	Hub Folding Box Company, Inc. is a premier printing and folding carton company. We produce innovative packaging for a diversified customer base with consumer end-user markets in the food and beverage, cosmetic, and pharmaceutical sectors. Hub is owned by the same family that founded the company in Boston in 1918, and we currently operate from a 300,000 square foot state-of-the-art facility in Mansfield.	\$40,800	The proposed training plan is designed to train Hub Folding Box employees to implement Safe Quality Food (SQF). The plan is divided into 6 modules: 1. Executive Management Training for SQF 2. Employee Awareness Training for SQF 3. SQF Practitioner Training 4. SQF Internal Auditor Training 5. Hazard Analysis Critical Control Point (HACCP) Training 6. GMP (Good Manufacturing Practices)/Food Safety Overview	Quality Support Group	248
HYPERTRONICS CORPORATION	HUDSON	Metro South/West	Manufacturing	Hypertronics is a global supplier of high reliability, high performance interconnect solutions consisting of electrical/electronic connectors and cabling for the most demanding applications. Founded in 1970 as Hypertronics and one of the few suppliers worldwide to offer the Hypertac Hyperboloid Technology. In 1995, Smiths Group acquired Hypertronics as well as the other Hypertac providers, and brought the companies together to create the Hypertac Group.	\$199,222	This program has 4 elements. 1. A Lean program that includes a Yellow Belt introduction to Lean concepts, best practices and techniques; Green Belt Training, and Kaizen events that focus on process improvements. 2. Product Development and Product Design Quality skills training that includes: Design for Manufacturability, Design of Experiments, Geometric Dimensioning and Tolerancing, and FMEA. 3. Advanced skills training for Time management, Meeting Management, Conflict Management, Communications Skills and Negotiations. 4. ESOL training for Beginner, Intermediate and High-Intermediate Levels	Quality Support Group; Employers Association of the Northeast	120
INDUSTRIAL PACKAGING	LEOMINSTER	North Central MA	Other Services (except Public Administration)	We are a wholesale distributor of packing equipment, films, specialty films, and corrugated products. We have a full service department that can service and install the equipment we sell. We also have a contract packaging division that specializes in secondary packaging and can do over-wrapping, display builds, 3PL events, blister packaging, clamshell packaging, bag in a box and manual item assembly.	\$62,000	The proposed training program will include all of our employees in basic 5S skills and basic Lean Principles. Our supervisors, managers and key team members will take place in value stream mapping training to map our critical areas and diagnose issues before they arise. We will also involve all members in Kaizen training and become the basis for our continuous improvement program. This training will be applied to each work area to make it more efficient. Our team of employees will be educated and participate in team based problem solving exercises that will train them to solve the daily issues that arise during normal operations. We will use this training to build team moral and create a positive work environment where people feel appreciated and the new skills and training can be used to improve and strengthen the company securing the future.	MassMEP	23

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INNOVENT TECHNOLOGIES	PEABODY	North Shore	Manufacturing	Innovent Technologies designs and manufactures customized substrate handling products, including end effectors, cool plates, lift mechanisms and chucks, and PVD collimators for the semiconductor capital equipment and related industries. We also provide some of the industry's leading companies with cleanroom contract manufacturing, engineering, assembly and testing services for their high-mix low volume product lines.	\$91,000	We plan to implement a companywide Lean/Six Sigma program designed to increase efficiency, productivity and reduce variation in order become more versatile and adaptable in a competitive marketplace. Lean Manufacturing is designed to remove waste from processes while Six Sigma is designed to remove the variation within these processes. Initially we will do some basic introductory lean training for the departments that did not receive it the 1st time around. We will then focus on organization via 5S (basic and advanced). Beyond that, improved visuals, advanced problem solving, set up reduction and changeovers, Kanban (inventory controls), standardizing work procedures, mistake proofing (poka yoke), TPM and green belt Six Sigma training will all be implemented.	Greater Boston Manufacturing Partnership	39
IWAKI AMERICA, INC. (dba IWAKI AMERICA, WALCHEM)	HOLLISTON	Metro South/West	Manufacturing	Iwaki America is comprised of two business units, Iwaki Pumps and Walchem. Iwaki Pumps manufactures metering pumps, chemical delivery pumps, sealless recirculation pumps, and non-metallic magnetic drive centrifugal pumps for a wide variety of fluid handling applications. Walchem manufactures a broad range of analytical controllers and sensors for the global water treatment market.	\$60,480	This training plan provides advanced skills training in four key areas that support our business objectives. This training focuses on: 1) Lean Production skills to give our employees the skills to improve workplace efficiency and reduce waste in the production process; 2) Six-Sigma quality improvement tools to provide participant with the skills to evaluate end-to-end business process performance and implement corrective action, as needed; 3) Supervisory skills to enable our supervisory personnel to better lead their teams, improving team performance, and goal attainment; 4) Customer service skills will drive a greater employee focus on exceeding customer expectations and reinforce an understanding of how poor customer service hurts the company. The training classes will be conducted as a workshop including transfer of knowledge and practical implementation of learned skills to our work areas and processes. Our management team will identify specific practice areas for each course.	ManageAssist, Inc.	38

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
J & G FOODS, INC.	SUTTON	Central MA	Manufacturing	J & G Foods is a wholesale meat processor specializing in custom-cut, packaged, and private label meats. Our custom line of marinated meats is carried by a major New England retail chain and a national wholesale club. We have been certified organic since 2008 and are one of only three meat processors in North America offering Mirabella packaging, an improvement upon conventional MAP (Modified Atmosphere Packaging) which extends shelf life and enhances presentation.	\$122,000	This training program is focused on providing our employees with the necessary skills to enable us to accomplish our business improvement goals. The training is focused on 3 key areas: Operational Improvements, ESL, and SQF - Level 3 (Food Quality) certification. (1) The operational improvement training (15 courses) provides our employees with skills in inventory planning and control, lean manufacturing, supervision, management, and leadership, and Six Sigma. (2) The ESL training (1 course) will provide skills to better understand and communicate in English using our operational procedures. (3) The SQF Level 3 training (3 courses) provides our employees with the skills to help us accomplish our SQF Level 3 certification. This training program provides our employees with the skills to help us move beyond our SQF Level 2 (Food Safety) certification and achieve SQF Level 3 (Food Quality) certification. Participants will also learn how to implement learned skills in their daily work.	ManageAssist, Inc.	76
J.C. CANNISTRARO, LLC.	WATERTOWN	Metro North	Construction	Cannistraro is a family-owned mechanical contracting company located in Watertown, MA that competes for contracts to install and service plumbing; HVAC; and fire protection systems for commercial, industrial, and institutional projects. in the Boston area. We employ 3-D modeling to coordinate construction from the office which allows for extensive pre-fabrication in our shops. We have 113 office employees managing and supporting our 300+ union field employees.	\$82,150	Our plan is to conduct two training programs that each build on completed training with more advanced skills. The first is an applied Lean training program for our management level and prefab shop employees. The program's two module topics are Visual Management for the Workplace, and Strategies for Continuous Improvement. The second program, a single module, will train 15 employees as functional experts in the construction ERP software: CMiC. These functional experts will gain an integrated understanding of how CMiC works while learning how to utilize CMiC to perform new tasks—i.e. tasks our old system could not perform—in Accounting, Project Management, and Opportunity Management.	Hal Macomber from Lean Project Consulting (LPC), Mona Julsing, CMiC consultant	54

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
JACKSON LUMBER & MILLWORK, INC. (dba JACKSON LUMBER)	LAWRENCE	Merrimack Valley	Retail Trade	Jackson Lumber & Millwork is a retail building materials supplier that provides a full range of building materials, interior and exterior millwork, flooring, doors, and windows to both professional contractors and do-it-yourself home improvement individuals.	\$47,250	Jackson Lumber proposes three training modules for employees from our Lawrence, North Andover, and Amesbury locations: Module One is a Management Training Program for eight mid-managers. Module Two is Sales Training for 33 sales associates. Module Three provides Microsoft Office Suite 2013 training for both groups, a total of 41 employees. Northern Essex Community College would provide the following courses: Supervisory/Management Training: Supervisor Skills, Developing Administrative Skills, Human Resource Issues, Leadership Skills, Team Building, Behavioral Styles, and Communications.; Sales Training: Quality Customer Service, Effective Communication, Time Management, Selling Skills, Closing the Deal, Dealing with Rejection, Presentation Skills, Public Speaking Skills.; Microsoft Office Suite: Training will enable the eight mid-managers and the 33 sales associates to use email effectively, develop presentations, create Excel spreadsheets, and develop customer and vendor databases.	Northern Essex Community College	41
KAZ USA, INC.	Southborough	Metro South/West	Manufacturing	Kaz has been developing, manufacturing and marketing high-quality branded consumer health care devices and home comfort appliances for over 80 years. Today, we are a \$500 million company selling market-leading products in over 65 countries under world-class brand names such as Vicks, Braun, and Honeywell. Our innovative products span a broad range of categories such as humidifiers, vaporizers, thermometers, various monitors, water and air filtration, heaters and pest-control products.	\$162,685	Our goal with this training program is to streamline our business through the following: - Lean 101 & Quality Awareness: Provides an overview of lean concepts, methodologies & key tools. - Project Mgmt. Training prepares leaders for effective project mgmt. & team work. - Verification & Validation: enables attendees to build verification & validation skills. Improve Product Development Process: techniques & skills needed to be innovative & creative. - Lean Expert Certification: To use in training & process improvement. Improving Quality Mgmt. Systems: Understand company's quality management system and employees specific role. - Lean Supply Chain: To train individuals in improved supply chain & material management. - Improving Managerial & Supervisory Skills: for motivation, coaching, leading, conflict management & decision making. Personal Productivity: increase personal productivity via time management. - Team building & communication: for improved communication and morale.	Quality & Productivity Solutions, Inc. GrowthCo, Inc.	68

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
KETTLE CUISINE LLC	CHELSEA	Metro North	Accommodation and Food Services	Founded just outside of Boston in 1986, Kettle Cuisine handcrafts small batch, all natural soups from scratch for restaurants, foodservice operators and grocery retailers who take pride in the food they share with their guests. Sourcing only the finest ingredients from trusted purveyors, we make soup the traditional way, using artisan techniques that honor each ingredient, building flavor slowly for an unforgettable taste.	\$249,675	The training program has three major components. 1. Lean training that includes: Lean Champion, Lean Tools, 5S and Visual Controls, Kaizen Events and Total Productive Maintenance. 2. SQF Level III Food Safety and Quality training that includes Introductory training for 188 employees, SQF Level III Implementation, Certified Auditor, and Process Documentation Training; along with HACCP and Supplier Management for food processors. 3. Soft skills training that includes ESOL Beginner, Intermediate, and High Intermediate levels training, along with Supervisory training to be delivered in both English and Spanish languages.	North Shore Community College	226
KOSO AMERICA, INC.	WEST BRIDGEWATER	Brockton	Manufacturing	Manufacturing of industrial automation equipment including self-contained microprocessor based electro-hydraulic actuator and positioning systems, control valves, replacement parts, commissioning, technical training, technical support, field service and repair.	\$61,500	training courses designed to: • Develop a cadre (10-12) of champions across all of our functional areas that can lead, coach and mentor teams and new hires to generate sustained momentum for continuous improvement Lean Principles Training – 8 hour course for 15 (min) to 20 employees, 2 sessions; Value Stream Mapping - 16 hour course; Four Kaizens of 24 hours each to eliminate wastes through Process Improvement , efficient Plant Layout in anticipation of upcoming reallocation of space and Kaizens to coordinate vendor management activities to eliminate wasteful procurement processes. A Project Management – 40 hour course to train Lean Champions in the best methods of project development and management. 16 hours of Team Involvement Problem Solving instruction with application and 16 hrs. of Building a Lean team.	MassMEP	68
L-3 Communications ESSCO, Inc.	Ayer	North Central MA	Manufacturing	L3 Communications ESSCO is a leader in ground based radomes, large aperture millimetre wave antenna systems and mobile command vehicles. We design, manufacture, and install for Military, ATC, Weather, and Satcom installations on a global basis.	\$107,300	The primary objective will be to re-establish a foundation for Continuous Improvement and then focus on application and sustainment. The previous training faced a multitude of challenges but the two main ones associated with the actual training were that we focused on basic conceptual training in many different subjects and ignored the more hands-on application and cultural aspects. Taking into consideration what we learned in the previous attempt we have retained a vendor that focuses on the culture as well as the application of tools and have a created a plan that will not only introduce these concepts to our workforce but take a deeper dive and move into more advanced applications. After an introductory course and a management overview; Workplace organization, Value Stream Mapping, Problem Solving, Set Up Reduction, Visual Systems, Pull Systems, Standard Work and Mistake Proofing will all be examined with emphasis placed on their practical application and long term sustainment.	GBMP	110

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LAMPIN CORPORATION	UXBRIDGE	Central MA	Manufacturing	Lampin provides mechanical engineering, precision machining and finishing services to OEM's of high end technical equipment including medical machinery ad instruments, sensitive test and measurement devices and various types of process equipment. It also manufactures MITRPAK which is a product oline of power transmission devices and utilizes bevel gears used in the foo processing industry primarily.	\$74,100	Lampin is committed to continuous improvement as part of its Lean Enterprise initiative. Thus, training across all aspects of the company is required. Several specific topics or subjects have been identified. They are: PartMaker programming, Micro Vu-Laser measurement programming and operation, Supervisory training, Customer Service training, Smart Goals training, Lean methods training including 5S Leadership Effectiveness and Team Involvement Problem-Solving with Cause Analysis training.	MassMEP, Associated Industries of Massachusetts, Delcam Advanced Manufacturing Solutions, HJM Precision Inc., Axis Services	29
LEMAITRE VASCULAR	BURLINGTON	Metro North	Manufacturing	LeMaitre Vascular is a leading global provider of innovative devices for the treatment of peripheral vascular disease. We develop, manufacture, and market disposable and implantable vascular devices to address the needs of vascular surgeons and interventionalists. Our diversified product portfolio consists of well-known brand name products used in arteries and veins outside of the heart.	\$170,396	LeMaitre Vascular competes based on providing the world's best Medical Technology combined with immediate product availability. The company faces a number of challenges associated with seamless supply to distribution centers around the globe. Those challenges include improving internal and external process reliability and efficiency. Improvement can be obtained by training up to 60% of the employees within key disciplines. The training will include a comprehensive set of process improvement and problem solving tools such as Process Mapping, Lean Manufacturing, 5S, 7 Wastes, and Kaizen. Further training in Advance ERP for Lean will help LeMaitre institutionalize Lean Manufacturing problem solving, and process improvement into daily activities by training employees to write critical reports, simplify data collection, create and post important metrics, and modify system usage to integrate quality and efficiency improvements.	AltaStream Consulting	34
LENTROS ENGINEERING	ASHLAND	Metro South/West	Manufacturing	We specialize in simultaneous 5-axis CNC high speed contour machining, and manufacture of aerospace components, microwave components, precision assemblies, dip brazed and bonded components to military-specification quality standards for the aerospace, medical, military and commercial sectors.	\$73,435	Our training plan is to utilize Mass Manufacturing Extension Partnership (MEP) expert consultants to implement an ERP system, Supervisory skills and also Lean Manufacturing techniques at Lentros Engineering. Customer quality requirements are becoming more demanding and manufacturing system improvements must be made to become more competitive. All management and shop employees will be trained and participate with the implementation of the ERP system and also Lean Manufacturing techniques .	Mass MEP, AIM, aACE	42

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LOUD TECHNOLOGIES (dba EASTERN ACOUSTIC WORKS)	WHITINSVILLE	Central MA	Manufacturing	Eastern Acoustic Works (EAW) is the global leader in high-performance, professional loudspeaker system design and manufacture. Based in an historic mill complex in Whitinsville, Massachusetts, USA, EAW gives audio professionals a comprehensive tool kit that helps them deliver customized sound reinforcement solutions for venues and events around the world. EAW is an integrated design manufacturer that manages the complete product life cycle almost entirely from a single facility.	\$81,600	The proposed training plan provides training for 93% of our employees. This training plan consists of 18 courses, covering 5 skills areas: • Lean manufacturing methodologies (10 courses) to improve productivity and reduce waste through workplace organization, building in quality, using visual methods, mistake-proofing and a teamwork approach. • Advanced management/leadership skills (4 courses) to improve goal-setting, communication, motivation and delegation, as well as our management and leadership methods. • Six Sigma practical applications (2 courses) to develop and better use performance and operational measurements and to improve our businesses processes. • Advanced customer service skills (1 course) to better understand and meet customer requirements, and to handle problems and customer emotions more effectively. • Advanced project management skills (1 course) to improve our project budgeting, planning and delivery.	ManageAssist, Inc.	48
LOUIS M. GERSON CO., INC.	MIDDLEBORO	South Shore	Manufacturing	The Louis M. Gerson Company is a leading U.S. manufacturer of Respiratory Protection and Coatings Application products for the Safety, Medical and Coatings markets globally. Louis M. Gerson is a prime US-based manufacturer of NIOSH and CE Approved Disposable Respirators. Additionally, Louis M. Gerson manufactures products such as the Elite Paint Strainer and Dispensing System, that enables contamination-free paint filtering, and Tack Cloths. The company has been in business since 1956.	\$69,120	The training in this plan is focused on providing our employees with the skills to help us improve production efficiency and improve product quality. Our employees will receive training in three key areas: 1) Operations Management will give our employees skills to improve the efficiency and effectiveness of production planning and scheduling, establish labor and machine capacities, and reduce bottlenecks. They will also acquire the skills to help us improve inventory planning and control. 2) Lean Productivity skills gives our employees the skills to contribute to our waste reduction efforts through practical implementation of lean manufacturing methods. 3) Finally, Six-Sigma Quality Improvement tools will help us improve product quality by utilizing improved process measurements to identify opportunities for improving process design and effectiveness. This training targets a wide range of job functions at Louis M Gerson from direct labor to management and administrative personnel.	ManageAssist, Inc. (MAI)	45
M & K ENGINEERING, INC.	Woburn	Metro North	Manufacturing	M&K Engineering manufactures precision, custom-machined parts for companies in a wide variety of industries (including commercial, aerospace, defense and biomedical).	\$54,875	The training program includes transferable skills, specifically Leadership, Lean Manufacturing and Technical Abilities. It is a company-wide, all inclusive training program.	MassMEP, Shawsheen Technical Institute	48

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
M.D. STETSON CO., INC.	RANDOLPH	South Shore	Wholesale Trade	We supply product and equipment repair services to site maintenance (janitorial), facilities management, and hospitality services providers. The company started in 1938 and now in its third generation of family ownership.	\$62,400	This training program is designed to provide our employees with skills enhancements in 4 key areas. This training will enhance our employee skills in: 1) Customer Service - enabling us to develop a better understanding of our customers' needs; 2) Sales & Marketing - enabling us to become more effective in our marketing efforts and better preparing our sales reps to present our value proposition; 3) Business Communications - enabling us to improve how we communicate with our customers, ensuring we are better able to confirm our understanding of their needs and effectively convey the message we are trying to deliver; and 4) Software Productivity Tools - enabling us to improve our data tracking and analysis (MS Excel) and marketing and communications (MS Word) capabilities. More importantly, these skills will enable us to automate many work activities which are currently done manually, providing a significant improvement in efficiency and error reduction.	ManageAssist.	32
MACCORMACK PLUMBING, INC.	BILLERICA	Greater Lowell	Construction	MacCormack Plumbing, Inc. provides plumbing, mechanical services, HVAC, fire protection, and engineering services.	\$139,328	The training plan included two components - Impact Advanced Management Training and Impact Advanced Customer Service Training. The advanced management training program includes modules on communications, conflict management, conflict resolution, coaching, goal setting, performance measurement, time management, and leadership. The advanced customer service training program consists of modules on delivering exceptional service, dealing with difficult people, problem solving, and protecting the brand. Refer to attached course descriptions for greater details of the programs.	Impact Skill Sets, Inc.	180

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MACK TECHNOLOGIES, INC	WESTFORD	Greater Lowell	Manufacturing	Mack Technologies is a privately held, leading provider of complex contract manufacturing services including printed circuit board assembly, electromechanical assembly, system assembly and logistics solutions. Mack Technologies provides services to a diverse group of industries including military, medical, avionics, communications, and industrial automation.	\$146,425	Our training plan for 2014-2016 will focus on learning and applying new skills in our workplace so that we can improve quality and product outputs, broaden our services, and improve overall organizational performance through effective teamwork and communication. Our first focus will be English for Speakers of Other Languages (ESOL) and will include 20% of our production staff. Our second focus will be Continuous Improvement and will include an Introduction to Six Sigma, Six Sigma Green Belt Certification, and Root-Cause & Corrective Action (RCCA) Team training. Our third focus will be Technical Skills training on In-Circuit Testing, Asset Boundary-Scan Testing, and Intermediate and Advanced MS Excel and MS PowerPoint 2013. Our final focus will be Improved Teamwork and Communication skills including Teamwork and Conflict Management training and a Train-the-Trainer program. Without the support of the Commonwealth we would not be able to conduct this training.	National Training Associates, New Horizons, Agilent Technologies, ASSET InterTech	148
MADICO INC.	WOBURN	Metro North	Manufacturing	Madico currently manufactures highly engineered, multilayer films for Energy, Safety, Security, and Architectural applications. From a high level, we laminate, coat, and slit/convert to length and width in addition to providing best in class customer service. We purchase raw materials in the form of liquid chemicals and film. We mix/compound the chemicals into coatings that provide some functional features including but not limited to bonding two layers together and environmental protection.	\$71,100	Our intent is to build upon our previously established Lean foundation with Kaizen training in the production and admin areas and introduce Continuous Improvement into our administrative unit, add a Six Sigma component and round it out with Sales/Business development training. We will begin with a Management overview specifically focused on Lean in an Administrative environment followed by Administrative Lean leader training, an Administrative Lean introductory course, Administrative 5S, Administrative Value Stream Mapping, Lean accounting Practices for our accounting group, Training within Industry geared towards administrative tasks, Team Based Process Kaizen, Six Sigma Green Belt Greenbelt Training and finally Sales/Business Development training.	GBMP, Sandler Sales	135

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
MAJILITE MANUFACTURING, INC.	DRACUT	Greater Lowell	Manufacturing	A manufacturer of polyurethane coated fabrics and films. Supplying these coated Fabrics, Textiles and Films for the Marine, Automotive, Hospitality, Sporting Goods, Films and Coated Fabrics for the Electronics Industry as well as Medical Films.	\$192,000	<p>1. Process Improvement and Employee Skills Development Training:</p> <ul style="list-style-type: none"> -Lean Sigma Yellow Belt Training -Lean Sigma Green Belt Training -Lean Sigma Black Belt Training -Lean Sigma – Kaizen Events Training -Lean Champion Training <p>2. Quality Systems (AS9100) Training and Employee Skills Development:</p> <ul style="list-style-type: none"> -Management planning and overview -Employee overview -Process documentation training -Internal audit training -Corrective Action Training 	Quality Support Group	122
MANDER, INC (dba. J.D. ASSOCIATES)	LEOMINSTER	North Central MA	Professional, Scientific, and Technical Services	JD Associates has been providing point-of-sale and inventory control solutions to retailers throughout the North America since 1989. With over 500 clients in nearly 1400 retail locations in No. America, we're one of retail's largest providers of technology solutions in the United States. We offer a full range of hardware, software, and services to retailers	\$21,700	Training plan includes a comprehensive training program for our entire staff (15) as we implement a new customer relationship management system (CRM) designed to integrate all our departments. In addition, the plan includes Crystal Reports training for five (5). We are also implementing three sales modules (Professional Selling, Building and Closing the Sale, and Consultative Sales Power) for five (5).	Mt. Wachusett Community College	15
Maritime Terminal	NEW BEDFORD	Greater New Bedford	Transportation and Warehousing	We operate a public storage warehouse providing refrigerated and non-refrigerated storage services. We store merchandize for our customers and pack and ship their goods, upon their order.	\$48,000	The training plan provides our employees with needed skills enhancement in 4 key areas: 1) Warehousing - provides our employees with skills to improve our warehouse operations. They will acquire skills that will enable us to improve warehouse design/layout, use improved packaging and unitization techniques, improve order processing controls, and incorporate principles of transportation in warehouse materials movement operations; 2) Inventory Management - provides trainees with enhanced inventory control skills such as Aggregate Inventory Analysis; ABC Inventory Analysis; Inventory Reporting; and Visual Management Concepts; 3) Supervisory and Leadership skills - ensures our supervisors and key personnel have the leadership skills to develop and lead high performance teams to effectively and efficiently perform their job functions; 4) Customer Service - develops and understanding of what it takes to deliver an outstanding customer service by being proactive to customer needs.	ManageAssist, Inc.	30

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Marlborough Savings Bank	MARLBOROUGH	Metro South/West	Finance and Insurance	Marlborough Savings Bank (MSB) is a mutual savings bank which provides banking, lending and financial services for both consumer and commercial clients. We are governed by a Board which is elected by Corporators who are members of the communities we serve. Our Board has no financial stake in the organization and therefore makes decisions based on what is best to keep the bank strong and sound while still meeting the needs of the communities we serve.	\$76,275	The purpose of this training program is to develop and promote a pool of internal candidates as a means of proactive succession planning while simultaneously enhancing the skills and efficiencies of the existing management structure. To this end we look to provide leadership training to those we view as future leaders through the Rising Star program, advanced leadership training to current managers while providing advanced skills training in sales, lending concepts and project management.	Next Level, New England College of Business, National Training Associates	54
Massachusetts AFL-CIO (Technical Assistance Grant)	Malden	Metro North	Other Services (except Public Administration)	The Massachusetts AFL-CIO serves as an umbrella labor organization for labor unions throughout the Commonwealth. It provides affiliates and 13 Central Labor Councils with a range of services geared to improving the livelihood and job security of their members.	\$21,840	Assess the workforce development needs of ten identified greater Boston Labor Unions and community organizations.	N/A	N/A
Maybury Associates, Inc. (DBA: Maybury Material Handling)	East Longmeadow	Hampden	Other Services (except Public Administration)	Maybury Material Handling (MMH) is a One Source, Full Service provider of material handling products and services. We sell, service, and rent powered equipment (fork trucks and cleaning equipment), sell, design and install allied products (rack, dock doors, conveyors, etc.) and we manufacture custom fabricated products (mezzanines, carts, stairs, etc.). Our target market is manufacturing, distribution and warehousing industries throughout southern New England and Tri-state area.	\$165,457	MMH is focused on 4 areas to further its regional growth through expanded services. Utilizing Technology (4 modules) throughout the company to decentralize some IT functions & provide expanded & advanced use of MS Dynamics GP software capabilities. This will increase users' ability to mine & analyze customer and business performance data more timely. Leadership & Team Building (4 modules) will enhance managers' 1:1 skills & team building skills leading to increased employee engagement. Lead workers will develop transferable skills while learning to lead & increase productivity. Crown Supplier Training will provide entry-level & seasoned workers with advanced knowledge and skills to diagnose, troubleshoot & repair electrical & hydraulic systems in the field. Technical Skills (welding) will provide Service & Installation teams with marketable skills that will reduce customer wait times. These modules are comprised of classroom training and hands-on practice.	IBIS; Employers Association of the NorthEast; Crown Lift Trucks; AIRGAS	68

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
MCGILL HOSE & COUPLING, INC.	EAST LONGMEADOW	Hampden	Manufacturing	McGill Hose & Coupling is an industry leading manufacturer of specialized metal and Teflon hose and coupling assemblies who works closely with our customers to develop the right product for their specific application. We offer a wide range of products which include products for off-shore oil rigs, hydraulic assemblies, quick couplings, pressure regulators, hose protection, food and pharmaceutical grade hosing, as well as the supplies to service and maintain a hose system.	66500	As we continue to grow and expand our business, we want to ensure that the quality of our service and products maintains the high standard our customers have come to expect. To help ensure this, we would like to introduce Lean concepts to our sales and manufacturing processes. Our training plan will include overview work for the whole company and a session for management staff, Five S, Value Stream Mapping, Standardized Work, Team Building/Problem Solving for all company associates and a separate course for management. We feel that these courses will provide us with the principles of Lean continuous improvement processes as well as provide us opportunity to implement these processes with the assistance and guidance of the trainer while encouraging a stronger team dynamic across the organization.	National Training Associates (NTA)	33
MEDER ELECTRONICS INC	WEST WAREHAM	Greater New Bedford	Manufacturing	Meder manufactures reed products for switching, detecting and counting. MEDER is one of only a few specialized high quality reed switch manufacturers worldwide and the largest global distributor for OKI reed switches. Reed switches are used in many different applications, the main markets being: test & measurement; security & alarm; household appliances; automotive; medical devices; telecommunication; industrial applications.	\$58,810	The proposed plan covers five topics: 1) Lean Six Sigma and Quality Management System Overview: educating all employees on the benefits of lean & quality concepts & methodologies 2) Lean Six Sigma Green Belt Certification: learning the skills to reduce non-value added activities, cost and cycle time, and improve quality, customer satisfaction and the business overall 3) Improving Quality Management System: understanding and determining what is required to improve a Quality Management System 4) Advanced Product Quality Planning (APQP) Process: learning effective APQP, FMEA and Control Plan methodologies to reduce or eliminate potentials for failure and enhance customer satisfaction 5) Kaizen on Shop Floor: learning Kaizen techniques and implementing them to continually improve processes and to reduce waste	Quality & Productivity Solutions, Inc.	25

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
METSO AUTOMATION USA, INC	SHREWSBURY	Central MA	Manufacturing	We design and manufacture valves and actuators that are essential to all manufacturing processes as well as energy and supply systems.	\$202,700	The plan is designed to enable us to identify waste and then apply proven methods and countermeasures to the waste. A Management Overview and Policy Deployment course will clarify leadership's role in a CI program and help to create a lean plan. An Intro course will lay the groundwork for our workforce and then we will address workplace organization via 5S. Value Stream Mapping will be used to get an accurate current state of our value stream, and to create a preferred future state. Next, Standardized Work, Pull Systems, Continuous Flow/Cellular Manufacturing, Problem Solving, Mistake Proofing, and Visual Systems will be used to address these process inefficiencies and reach that future state. An internal 6 Sigma program will create green belts that can identify and address unforeseen problems via the DMAIC method and the reduction of variation. Finally an internal Lean Cert Course will create practitioners that we can use as lean leaders to help sustain and build upon the program.	GBMP	210
Mueller Corporation	East Bridgewater	Brockton	Manufacturing	Mueller provides Vacuum Metalizing and industrial painting services for a wide array of industries including; automotive, aerospace, defense, medical and consumer goods. Our Vacuum Metalizing and painting services are utilized for EMI/RFI shielding, chrome and metallic decorative coatings, and reflective finishes for light reflectors. Our Vacuum Metalizing and painting techniques allow us to achieve brilliant functional, flexible, durable, and attractive finishes on many types of materials.	\$54,135	The training proposed for Mueller is for the International Traffic in Arms Regulations (ITAR) and is broken down into 7 modules, as outlined: Gap assessment (to measure weaknesses within the company); ITAR Overview; Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ITAR standards); Internal Auditing, Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ITAR standards).	Jet Training Services	71

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
MULTIGRAINS, INC.	LAWRENCE	Merrimack Valley	Manufacturing	Located in Lawrence MA, MultiGrains Inc. (MGI) produces signature breads for some of the most popular restaurants throughout the U.S., along with great items for in-store bakeries up and down the East coast. Proprietary items are our specialty.	\$197,800	Training funds will be utilized to promote growth and development to our employees in the following areas: <ul style="list-style-type: none"> • Leadership Training: Will be provided for our supervisors and line leads equipping them with essential leadership fundamentals that will enable them to be effective and successfully lead our production flow processes while serving as exemplary figures of authority, practicing MultiGrain's Core Value Principles in their decisions and daily interaction with employees. • ESOL Training: Entry and Intermediate levels of ESOL will enhance language skills in our production environment, increasing effective communication with all work flow processes. • Lean Mfg Principles (Introductory): Employees will be introduced to lean manufacturing principles and the concepts of working in an enhanced team work environment. • Microbial Awareness: Employees will be introduced to food handling safety practices. 	Associated Industries of Massachusetts; Massachusetts Manufacturing Extension Partnership; Northern Essex Community College	111
New England Die Cutting, Inc. (DBA NEDC Fabricating Solutions, American EMI Solutions)	HAVERHILL	Merrimack Valley	Manufacturing	New England Die Cutting, Inc./American EMI Solutions is a widely recognized organization for manufacturing gaskets, seals, and insulators , primarily in the military industry and medical industry from electromagnetic materials. The business provides innovative solutions to our customers through prototyping services that move into production. We are also certified to provide EMI Shielding in conductive elastomers and operate as an OEM.	\$39,808	We plan to participate in the Impact Advanced Customer Service Training Program. The program will consist of modules to include communicating with the three listening styles, communicating in an electronic world, listening, dealing with difficult people, effective problem solving, building metrics for delivering exceptional customer service. Please refer to attached course outline. We also plan to participate in the Impact Advanced Selling Training Program; a behavioral based selling system. The program consist of modules to include questioning skills, the social, discovery, and qualifying phases of selling, how to confirm information, how to identify the main and secondary buying motives, how to align buying motives to correct features and benefits, how to utilize trial closing questions, and how to use three different closing techniques - the informative close, the choice close, and the closing close. Please refer to the attached course outline.	Impact Skill Sets, Inc.	36

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
NEWBURG & CO. LLP	WALTHAM	Metro South/West	Finance and Insurance	We provide tax planning, accounting, audit, business evaluation, management advisory, estate planning, and compliance services.	\$42,296	The training plan includes two components - Impact Advanced Management Training and Impact Advanced Negotiating and Presentation Skills training. The Impact Advanced Management Program includes modules on communicating and listening, conflict management/resolution, coaching, goal setting, leadership, performance measurement, and process improvement. The Impact Advanced Negotiation and Presentation training includes modules on question techniques, the discovery, qualifying phases of a negotiation, the confirmation phase of a negotiation, the alignment of features and benefits with the main and secondary negotiation motive, trial closing techniques, closing methods, the development of an effective presentation, delivery of presentation, and effective utilization of Q&A at completion of a presentation. Please refer to attached course descriptions attached with this application.	Impact Skill Sets, Inc.	31
Newburyport Five Cents Savings Bank	NEWBURYPORT	Merrimack Valley	Finance and Insurance	Founded in 1854, Newburyport Five Cents Savings Bank is a growing community bank with \$669 million in assets, seven locations (6 in Massachusetts) and over 100 dedicated employees. The Bank offers a full range of consumer, mortgage, commercial lending and business banking products and services. The Bank and its employees also take great pride in supporting the many diverse social, educational, environmental, civic and cultural community based organizations in the local areas.	\$167,464	The Newburyport Bank training program will include training for 118 employees, consisting of managers, supervisors, and staff and includes components of advanced leadership and coaching for sales and service excellence, sales and service training, advanced sales and business development training, and sales and service process improvement training. All 118 employees will learn advanced skills pertaining to relationship building, highlighting the importance of product knowledge and customer-focused, needs-based selling. Sessions include discussions, case studies, role play exercises, and skills practice related to building accountability, sales management, performance management, and performance coaching. A Process Improvement team will be instituted to further foster a culture of cross departmental knowledge sharing and through that iterating on standard processes. The training plan will provide customized sessions, mostly focusing on predefined employee groups and functions.	ath Power Consulting	118

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
North Easton Machine Company Incorporated	North Easton	Brockton	Manufacturing	Established in 1964, North Easton Machine Company combines experience, technology, and integrity to provide world-class precision turned components. We proudly serve the electronic, medical, microwave, high-tech and commercial industries with an emphasis on quality and customer service.	\$41,500	We are proposing to use the training money to create a comprehensive Lean Manufacturing Training series to be utilized by all staff. This training will focus on building on our quality systems to standardize work practices, identify areas to improve processes/reduce waste, eliminate duplicity in our work flow, and expand efforts to involve staff in process improvement. We will also be looking at skill building for entry level staff in print reading and GD&T. Management and staff will engage in this change together, in an effort to move the company forward and increase overall productivity and problem solving. Our supervisory and leadership team will receive formal training to improve and develop their skills.	Mass MEP, AIM, Star CNC Machine Tool Corporation	25
NORTH MIDDLESEX SAVINGS BANK	AYER	North Central MA	Finance and Insurance	North Middlesex Savings Bank is an independent community bank operated by and for the benefit of local people and businesses. We succeed in providing for the long-term financial needs of our community by being financially strong, socially responsible, and by providing a quality of customer service that encourages customers to return to our Bank. We concentrate on doing those things we can do particularly well and maintain a corporate culture that encourages excellence.	\$72,570	The proposed training plan will include 96 hours of Lean Transformation for the Financial Industry (including 56 hours of Champion Training (Tools for Lean Transformation, The Climate of Lean, Value Stream Mapping, Kaizen Event Implementation, Lean Project Management), an Executive Overview for eight senior level staff, a White Belt Overview for the front line bank staff (63), and a Workshop Intensive Yellow Belt Overview for 15 team members) and 150 hours (75 hours each for two cohort groups) of an Intermediate and Advanced Lean Management Certificate for a total of 30 managers and future managers. This training encompasses a total of 254 training hours for No. Middlesex Savings Bank.	Mt. Wachusett Community College	80
OLYMPUS NDT NE, INC.	WALTHAM	Metro South/West	Manufacturing	Olympus NDT (Non-Destructive Testing) provides an industry-leading portfolio of innovative test, measurement, and imaging instruments. Our products include ultrasonic flaw detectors and thickness gages, videoscopes, borescopes, microscopes, in-line and advanced NDT systems, and a large selection of industrial scanners, probes, software programs, and instrument accessories. Olympus instruments contribute to the quality of products and add to the safety of infrastructure and facilities.	\$213,600	This training plan is comprised of 20 courses that enhance employee skills in 6 areas: <ul style="list-style-type: none"> • Operations Management - training in production scheduling and inventory control • Lean Workforce - training in problem solving and a team approach to improving the efficiency of work processes • Six-Sigma Practical Applications - business process analysis & improvement skills, developing and using measurements, plus technical skills in SPC and PFMEA • Supervision and Management - change management, goal-setting, problem solving, team-building • Advanced Business Practices - communication effectiveness, negotiation, business finance • Advanced Project Management - training in project resource planning and control practices for a project-based company. This training will provide participants, across 7 distinct functional workgroups (Mfg, Prod Eng., Doc Control, Procurement, Supply Chain Mgmt., etc.), with the skills to help us achieve our performance and operational improvement goals.	Manage Assist	150

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
ON PROCESS TECHNOLOGY INC.	ASHLAND	Metro South/West	Information	On Process Technology is an acknowledged leader in the service logistics business and proactive customer experience programs for Fortune 500 client companies in diverse industries. We handle return materials for our customers, manage customer inventories and dispatch parts. For example, we help our customer, Verizon, retrieve their phones and replacement equipment. We help with warranty upgrades, renewals, replacements, and verification as well as with centralized purchasing.	\$167,330	<p>On Process plans to train in the following areas:</p> <ul style="list-style-type: none"> - Continuous Process Improvement will include establishing CPI teams, applying structured problem solving tools and root cause analysis, critical performance metrics, mapping and designing new processes - Customer Service will include identifying internal/external customers, measuring customer satisfaction, upselling skills, team based proactive customer service -Project Management will include: developing clear objectives, development of a realistic plan (including the use of work breakdown structures), change management, control of dependencies, risk management, progress monitoring and control (including using earned value management techniques), and capturing of lessons learned. -Train the Trainer includes training internal company trainers in adult learning, conducting a training needs analysis, presentation skills and training evaluation 	The Competitiveness Improvement Company	512
ONBRAND24 INC	BEVERLY	North Shore	Professional, Scientific, and Technical Services	OnBrand24 is a Massachusetts-based outsourced call center services provider with clients in the U.S., Canada and U.K. We deliver domestic, 24/7/365 services for companies in the business services, e-commerce, retail, food and beverage, technology, healthcare, hospital, insurance and manufacturing industries. Inbound services include: customer service, order processing, web chat, email and help desk support. Outbound services include lead generation, appointment setting and sales.	\$173,140	<p>To build upon OnBrand24's growth and to continue hiring new employees, the company would like to partner again with Sandler to expand the skills and services we offer clients. To date, our company has focused on two aspects of the sales process: lead generation and customer support. Now we would like to master the ability to close sales opportunities – to convince customers to buy our clients' products and services. Our intention is to engage Sandler Training in the areas of:</p> <ul style="list-style-type: none"> -Effective Sales Closing Techniques and Principals -Closing Complex Sales Deals -Major Account Selling -Using Social Media Effectively -Effective Upselling and Cross-Selling -Client Review Meetings -Follow-Up and Follow-Through Skills -Advanced Questioning Skills to Uncover Emotional Sales Drivers -Avoiding Sales Back-Outs -Gaining Commitment 	Sandler Training	155

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
OOMPH, INC.	BOSTON	Boston	Professional, Scientific, and Technical Services	We are a technology company. We design and create website of which includes information architecture, interface, digital branding, and mobile applications. We also conduct digital consulting projects of which includes analytical measurements, Mobil strategy, system analysis, and digital content strategy. Some of our clients are NBC Sports, New England Journal of Medicine, Bailey's Coffee Creamers, and TurboTax.	\$39,808	Our plan is to train twenty five members of our staff on the Impact Advanced Customer Service Training skills program. Our team members will learn to deliver effective communications, live, electronically, and with various media platforms. We will also develop skills in active and passive listening and the use of directive, reflective, and situational based questioning techniques. The program will also teach us skills in time management and dealing with difficult people. Lastly, we will learn skills for measuring and monitoring customer service delivery in real time. We also plan to train 5 members of our management team and 5 members of our professional staff on the Impact Advanced Management Training skills program. This program will teach us techniques for managing and resolving conflict, building leadership into teams, coaching to improve performance, goal setting, performance measurement with alignment to project, departmental, and company goals, and financial accountability.	Impact Skill Sets, Inc.	25
OPTOS, INC.	MARLBOROUGH	Metro South/West	Manufacturing	Optos is a leading provider of devices and solutions to eye care professionals for improved patient care. Optos' core devices produce ultra wide-field, high resolution digital images (optomaps) of approximately 82% of the retina, something no other device is capable of doing in any one image. At Optos, we believe that our technology and preventative eye care screening leads to the diagnosis and treatment of eye and non-eye disease at an earlier stage – this can save sight and save lives.	\$110,175	Optos looks to implement a training program that will focus on skill development in four major areas: 1. Leadership Development, 2. Effective Communications, 3. Project Management, and 4. Advanced Computer Skills. Leadership Development training will include Leading and Managing Organizations for all levels of management and will serve as a prerequisite for senior leaders to attend Senior Leadership Development training. Effective Communications training will include Teamwork and Conflict Management as well as a Train-the-Trainer program. Project Management training will include Effective Project Management Techniques and Microsoft Project 2010 while Advanced Computer Skills training will include MS Excel 2010 and MS PowerPoint 2010. This plan represents a well needed initiative to enhance valuable workforce skills for our employees.	National Training Associates, New Horizons	48

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
PACKAGE PRINTING COMPANY, INC.	WEST SPRINGFIELD	Hampden	Manufacturing	Package Printing Company (PPC) is a small film flexographic printing company located in West Springfield, MA. The film is used in packaging for industries such as Bakery, Produce, Snack Foods, Confectionery, Coffee, Seafood, Frozen, Condiments (dry and liquid), Personal Care, Pharmaceutical and Dairy. Founded 40 plus years ago, we currently have flexographic CI printing presses, laminating, slitting, Bieffebe microdot plate mounting, and film perforating.	\$40,075	The training for PPC is FDA Food Safety Modernization Act (FSMA). Please review the cover letter for specific program definition training programs will be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); FSMA Overview (to introduce procedures and policies of FSMA to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for PPC that meet standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet the FSMA standards); Internal Auditing (to train internal auditors to perform audits to ensure that FSMA policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet the FSMA requirements).	Jet Training Services - Neil Seelen	18
Pierce Aluminum Technical Assistance Grant	FRANKLIN	Metro South/West	Manufacturing	Pierce Aluminum is a leading distributor of aluminum and a manufacturer of finished aluminum products. Pierce Aluminum offers a diverse inventory and distributes a complete line of sheets, coils, plates, bars, structural shapes, tubes, pipes and extrusions in the most varied alloys and sizes possible. Pierce Aluminum also provides value-added processing services and cutting edge machining and fabrication capabilities to help customers produce anything from a simple aluminum part to complex assemblies.	\$16,500	To develop assessment tools to evaluate the technical knowledge of sales, purchasing, inventory, production + machinists associates so we may develop a training plan that will address gaps + allow for advancements	National Training Associates	N/A

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
PLATING FOR ELECTRONICS, INC	WALTHAM	Metro South/West	Manufacturing	Metal finishing services for the aerospace, military, automotive, medical, and commercial industries.	\$38,200	The training plan includes three components - Understanding the requirements of NADCAP standards AC 7004 (quality system) and AC 7108 (special process) specifications. To develop a Quality Manual, Standard Operating Procedures, Work Instructions and related forms and templates to meet NADCAP requirements. The Internal Audit module will teach us skills to perform successful and effective internal audits to policies and procedures developed above and for Job Audits by processing line. This training will include audit checklist development, reporting, and completion of audit processes. The NADCAP Implementation and Continuous Improvement module will teach us higher level quality assurance skills needed to set process measures and objectives, use statistical process control measurements, problem solve and to perform robust root cause and corrective action methods and to perform process validations with SPC data. Refer to attached course descriptions for greater details of the plan.	Strategic Link, Inc.	38
Polus Center for Social and Economic Development, Inc. CONSORTIUM APPLICATION TECHNICAL ASSISTANCE	Clinton	North Central MA	Health Care & Social Assistance	The lead applicant, the Polus Center for Social and Economic Development, Inc., is a small non-profit agency (20 employees) that has been assisting people with disabilities to live and work in integrated settings throughout MA since 1979. With main offices in Clinton and Petersham, the Polus Center also supports people in the greater Worcester, Boston, and North Shore areas.	\$12,500	Training needs assessment in 3 organization + determination of potential cross agency needs + collaboration opportunities.	Leslie Germond	n/a
PRECISION FABRICATORS LTD.	STOUGHTON	Brockton	Manufacturing	Precision Fabricators (PFL) manufactures stainless steel cylinders, bubblers, and process equipment. Our vessels are constructed to hold highly corrosive chemicals used by customers to produce gases for semiconductor molecular deposition, pharmaceutical drug production, biotech synthesis, and a host of materials and products. PFL boasts a world-class facility in Stoughton, where skilled craftsmen design, engineer, test, clean, and manufacture the world's finest pressure and reaction vessels.	\$19,800	The proposed training plan was designed to support PFL's goals for quality, efficiency, and employee empowerment. The plan is divided into seven training modules: 1. 7 Quality Tools 2. Failure Modes and Effects Analysis (FMEA) 3. 5S & Visual Management 4. Value Stream Mapping & 7 Wastes 5. Standard Work Instructions 6. 8D Problem Solving/Corrective Action 7. Kaizen Blitz	Quality Support Group, Inc. (QSG)	10

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
PURE ENCAPSULATIONS, INC.	SUDBURY	Metro South/West	Manufacturing	Pure Encapsulations formulates and manufactures the highest quality hypo-allergenic supplements available. Since our inception, we are committed to producing the most complete line of science-based nutritional supplements. We continuously invest in research-based and clinically relevant formulas. There are currently 16 clinical trials in progress involving Pure Encapsulations products, including studies at Stanford University, Michigan State and the Mayo Clinic. We are a GMP registered facility.	\$139,200	This training plan focuses on 6 areas of skills improvement which we have identified for our employees: 1) Production scheduling to improve resource utilization, inventory control, and better integration of sales and production processes; 2) LEAN Production-waste reduction and improving production efficiency; utilizing visual management, and quick changeover tools to improve efficiency and reduce costs; 3) Management & Supervisory Skills-developing enhanced performance management, employee motivation, leadership, and problem solving skills; 4) Sales and Customer Service-developing a value-based customer service model, and recognizing opportunities for up-selling; 5) Business Acumen-enhancing employees knowledge of how their performance impacts company fiscal and operational performance, and effective business communication with our internal and external customers; 6) Software Productivity-using software productivity tools to improve how we track, analyze, and present data.	ManageAssist, Inc.	100
Quincy Credit Union	QUINCY	South Shore	Finance and Insurance	The mission of QCU is to provide it's members the best financial services possible in order to successfully satisfy their financial needs and requirements. QCU's products and services are Shares, Checking, Money Market Accounts, Club, Youth Savings, Certificates and IRA's. Our loans include Real Estate, Home Equity Lines/Loans, New and pre-owned Vehicles, Personnel and Credit Cards. QCU has electronic services such as Home Banking, Bill Payment, and Mobile Services. We are members of SUM & FSCC.	\$56,552	The proposed training plan will involve hands-on development of business improvements using Lean management techniques and principles. There will be two components: In the first, each participant will receive 48 hours of classroom and workshop training that focuses on waste reduction and improved member service. In the second, a group of Lean Champions will receive 16 hours of Lean Leadership training to strengthen communications and goal setting, to manage expectations, organize and motivate improvements and implement process improvements. Please see curricula attached.	Hamilton Cornell Associates	45

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
QUIRK WIRE COMPANY, INC. (dba WIRECRAFT PRODUCTS)	WEST BROOKFIELD	Central MA	Manufacturing	Quirk Wire Company is a manufacturer of High Temperature (150C+) Wire and Cable products. Our principal product line utilizes glass, mica and Teflon related high temperature insulations. The insulations are applied to silver, nickel or tin plated copper wire and used either as a single wire or a multiconductor cable for power, signal, thermocouple, high voltage or resistance wire applications.	\$74,400	Selected employees will take part in learning Value Stream Mapping to map out our critical processes and identify key areas of improvement opportunity which will lead to Kaizen training with additional employees. This will allow us to learn how to eliminate areas of waste and streamline our production processes. Additional employees will participate in 5S and SMED, Team Involvement Problem Solving, Training Within Industry Job Instruction Training, Visual Factory and Pull Systems, ISO Lead Auditor, Leader Effectiveness Training, and Project Management, Machine Process and Process Troubleshooting training will critically evaluate our basic extrusion process with the goal of minimizing scrap rates.	MassMEP	43
Radiation Monitoring Devices, Inc. (DBA: RMD, Inc.)	Watertown	Metro North	Professional, Scientific, and Technical Services	Radiation Monitoring Devices, Inc., (RMD) is the research business unit of Dynasil Corporation of America. Since 1974 RMD has been a world leader in providing innovative solutions across a broad range of security, medical and industrial applications, including radiation imaging and detection, nuclear instrumentation and non-destructive test equipment. RMD has technology practices in material science, radiation detection, digital imaging technology, magnetic imaging, laser optics and photonics.	\$98,400	This training plan is comprised of 7 courses focused on providing our employees with enhanced skills in the following three areas: <ul style="list-style-type: none"> Advanced Management and Leadership skills - As a project driven organization, matrix management of project teams, often comprised of members from different departments, is a critical skill. 70% of the trainees, in this module, are research scientists or engineers. While highly skilled in their area of expertise, they need to develop advanced management skills, to effectively lead in a matrix managed environment. This training will provide the advanced skills to help them improve their project team's performance. Presentation skills will improve participant's ability to successfully deliver project and proposal presentations that are effective and accurately convey desired information Advanced Project Management skills will ensure we manage projects more effectively and improve resource utilization, 	ManageAssist, Inc.	63
Rex Cut Products (dba Rex Cut Abrasives)	Fall River	Bristol	Manufacturing	Rex-Cut Abrasives is an international company that manufactures premium abrasive products for grinding, deburring, cutting, and finishing metal. Rex-Cut is a preferred supplier to the aircraft, automotive, petrochemical, tool and die, shipbuilding, food and beverage, and general metal fabrication industries. We specialize in providing a diverse range of abrasive tools for use on stainless steel, mild steel, aluminum, and exotic metals.	\$71,963	The training program that we are applying for will consist of the following components: Training Within Industries (TWI) Job Instruction Training; TWI Job Methods Training; Problem Solving Training; and ERP Computer Training. The training we will implement will aim at enhancing the skills our production workforce.	MassMEP, Aptean	54

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
RICHARDSON ELECTRONICS, LTD. (dba CANVYS VISUAL TECHNOLOGY SOLUTIONS)	MARLBOROUGH	Metro South/West	Manufacturing	Canvys, a division of Richardson Electronics, provides innovative visual technology solutions to companies globally. As a value-added manufacturer and integrator of branded and non-branded LC D displays, Canvys has the ability to add the right touch technology or protective shield to a display to provide clients with a greatly enhanced end user experience. We currently work within the retail, military, healthcare, entertainment and gaming, transportation and automation & industrial industries.	\$105,035	In order to expand our market competitiveness within the healthcare and medical OEM industries, we are pursuing ISO 13485 certification for our production processes. Half of the training proposed will help align our production methodology to medical industry standards. In addition to ISO quality management training we are also requesting funding for Lean process training and for training to certify workers to industry standards for soldering practices. The combined training of the three programs will allow us to further refine all of our manufacturing procedures, will educate our entire staff on standardized work and quality concepts, and will facilitate our organizational growth.	Productivity Improvement Network, Inc. (PIN), EPTAC	28
RTN Federal Credit Union	Waltham	Metro South/West	Finance and Insurance	RTN is a federally chartered credit union operating under the authority of the Federal Credit Union Act and supervised and insured by the National Credit Union Administration. Unlike a bank, a credit union is a not-for-profit, democratically controlled, cooperative financial institution owned by its members. We offer our 48,000 members online banking, direct deposit, and competitive rates on savings, loans and mortgages, as well as lifetime memberships.	\$113,561	Our proposed plan includes modules in Process Management Planning, Quality Process Improvement, and Customer Service Skills. To be prepared to execute large scale projects that will result in improved processes and increased revenue, senior and mid-level managers will train in Process Management Planning, which will include the following areas of study: clear communication, change management, workload management, and presentation skills. Those employees working in our Loan Department will attend training sessions, designed to improve our processes, that will overview and cover the phases of Lean/Six Sigma: define, measure, analyze, and improve. Those employees who deal with members by phone and/or computer will hone their skills by attending training sessions in the following areas: Netiquette, Phone Skills and Connecting with the Customer.	Tandem Training and Consulting, LLC	128
S. I. HOWARD GLASS, INC.	WORCESTER	Central MA	Manufacturing	Howard Glass is a third generation, family owned manufacturer and distributor of flat glass products. Howard Glass carries a large inventory of crown, water white, borosilicate, soda lime, and optical filter glasses. Howard Glass has Fabrication Specialties that include Surface Grinding and Polishing, Scribe and Break, Machine Edging, High Vacuum Coatings, Drilling, Laminating, Heat Strengthening, and Sandblasting and Frosting.	\$66,000	This program has two elements. First, an ISO 9001:2000 Program that includes training on Quality Management System Principles, How to Develop and Document a Quality Management System, How to Implement and Manage a Quality Management System, an Internal Auditor Training. Second, a Lean Program that includes training on Introduction to Lean, Organization and Discipline (5S), Lean Management, Total Productive Maintenance, Setup Reduction, Problem Solving, Business Process Improvement Kaizen, and Shop Floor Kaizen.	Synergy Resources - Strategic Business Services	24

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
S.G. TORRICE CO. INC.	WILMINGTON	Metro North	Wholesale Trade	We are a full distributor of heating, ventilation, cooling equipment, and parts. We operate six warehouses in Massachusetts and two warehouses in RI and NH. Some of our well known product lines are American Standard, Mitsubishi Electric, Hart and Cooley, and Gray Metal Products. We also have a custom sheet metal fabrication shop in our 25,000 square foot facility.	\$87,080	The Training Plan consists of three programs - Impact Advanced Selling skills, Impact Advanced Customer Service skills, and the Impact Advanced Management Skills Program. The Impact Advanced Selling Program includes modules on how to mine for critical information in the social, discovery, and qualifying phases of selling, how to confirm information back to a customer, how to trial close, and how to utilize three different closing techniques. The Impact Advanced Customer Service Program includes modules on delivering exceptional service, problem solving, dealing with difficult people, and listening styles of customers. The Impact Advanced Management Training program includes modules on conflict management and resolution, coaching, goal setting, leadership, performance measurement, process improvement, financial accountability, and corrective actions. All of the courses will utilize the Impact Course Books, customized studies, roll plays, and group activities. Please refer to outlines.	Impact Skill Sets, Inc.	66
SANDERSON MACLEOD INC.	PALMER	Hampden	Manufacturing	Sanderson MacLeod is a contract manufacturer specializing in twisted wire brushes. For more than 50 years, we have been the source of twisted wire brushes for some of the largest companies in the world. Sanderson MacLeod designs and manufactures products for all industries, including medical brushes, gun cleaning brushes, cosmetic brushes and industrial brushes.	\$131,085	The training plan includes 1. Advanced Manufacturing training that includes Waste Identification, Root Cause Analysis, Set Up Sheet Application, Schedule Attainment, Continuous/Cellular Flow Work Cells, Point of Use Part Bins, Visual Management, and Standard Work. 2. ERP System Implementation Training that includes: Enterprise Manufacturing, Quality, Warehouse Management, Preventative Maintenance, Real Time Machine Monitoring, and Process Monitoring. 3. Employee Skills and Technical Training that includes: Problem Solving and Decision Making, Good Manufacturing Practices, Communications Skills, and Training Within Industry.	Employer Association of the Northeast, David Lyman, David Long	93
SAVERS BANK	SOUTHBRIDGE	Central MA	Finance and Insurance	With offices in Southbridge, Uxbridge, Auburn, Grafton, Charlton, and Sturbridge, Savers Bank is a member of the Federal Deposit Insurance Corporation (FDIC), the Federal Home Loan Bank, and Massachusetts Bankers Association. Founded in 1910, Savers Bank has assets of over \$420 million, we offer a full range of consumer and commercial banking services, and a strong legacy of community commitment and customer service	\$125,695	Savers Bank has identified the need for Leadership & Management training for 42 existing managers as well as several of our "high potential" employees; Process Improvement training for 28 managers and employees; Advanced Customer Service training for 65 retail and operations managers and employees; and Advanced Excel training for 18 front line employees. These training programs are needed to help us to successfully implement our plans for growth and the "rebranding" of our Bank, as well as to prepare employees for new promotional opportunities in the next two years.	High Performance Learning, Inc., Enable Training & Consulting, Inc.	103

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
SEKISUI VOLTEK, LLC	LAWRENCE	Merrimack Valley	Manufacturing	Sekisui Voltek is the global leader in the development of high-performance flexible polyolefin foams. Our lightweight, moisture- and temperature-resistant foams are ideal for a wide variety of applications in the automotive, aerospace, construction, sports and leisure, and healthcare industries. Sekisui Voltek is a US-based company that employs 77 employees in our Lawrence, Massachusetts manufacturing facility.	\$92,400	The proposed training plan has been tailored to meet Sekisui Voltek's need for employees to implement and maintain the ISO 14001 Environmental Management System (EMS). Lean/Six Sigma Leadership and Kaizen Event modules further support our company's waste reduction and continuous improvement goals. Additional modules are designed to train Sekisui Voltek employees in the areas of supervision, communication, and basic math, writing, and speaking skills. The plan is divided into 9 modules: 1. ISO 14001 Management Training 2. Employee Training Awareness for ISO 14001 3. ISO 14001 – Training on Targets and Objectives 4. ISO 14001 – Training on the Development, Implementation, and Verification of Applicable Documentation 5. Internal Auditor Training – ISO 9001 Quality Management and ISO 14001 Environmental Management Systems 6. Leadership Skills/Lean Sigma Champion Training 7. Kaizen Event Training 8. Supervisory and Communication Skills Training 9. Basic Math, Writing, and Speaking Skills	Quality Support Group, Inc. (QSG)	77
SENIOR OPERATIONS LLC (dba. SENIOR AEROSPACE METAL BELLOWS)	SHARON	Metro South/West	Manufacturing	Provide custom engineered solutions for the aerospace, defense, medical, semiconductor and industrial markets. Engineered component and assembly designed solution applications: Hydraulic/pneumatic systems pressure and flow control, Actuation, Dynamic sealing, Precision sensing, Fuel systems, and Thermal management.	\$158,080	We started our lean journey in 2006, implementing tools and techniques that provided some basic and valuable improvements. To achieve world-class business results, we intend to link these tools to our overall management system, fill in some of the gaps and build upon them with more skills. The training plan focuses on the creation and development of a learning organization that encourages and stimulates employee growth as lean leaders and thinkers. The intent would be to train our employees in some advanced lean skills as well as some additional complimentary basic lean and non-lean tools that will enhance the overall skill-set of the company i.e.: Microsoft Office, Elements of advanced Continuous Improvement, ESL, Blueprints, Shop Math, Metallurgy for non-metallurgist's, Critical Path, CEDAC, TPM, Lean for the Office, Visual Workplace, Six Sigma, Idea Systems, Team Problem Solving, Lean Certification, and Lean Leadership.	GBMP, New Horizons, Manufacturing Advancement Center Workforce MAC, Community College of Rhode Island, Rhode Island America Society of Materials (ASM), WPI	185

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
SENSATA TECHNOLOGIES, INC.	Attleboro	Bristol	Manufacturing	Sensata, a global industrial technology company, is a leader in the development, manufacture, and sale of sensors and controls used across a broad array of industries and markets. Formerly the Sensors & Controls division of Texas Instruments, Sensata became an independent company in 2006 and a publicly traded company in 2011. Our sensing technologies are highly technical and innovative devices that provide safety, energy efficiency, and comfort to our vehicles and homes.	\$180,242	Our proposed training plan is targeted to build upon our initial rollout of Six Sigma implemented more than 5 years ago during 2008. The current plan proposes to expand upon the limited population trained during our initial rollout with the various Green Belt and Black Belt courses, and to introduce Lean and Shainin Problem Solving training to our organization within the Six Sigma realm. Our current plan also proposes to introduce Tolerance Stack GD&T training and a Leadership Development program for our leaders and high-potential candidates.	IPDS Consulting, Stolter LLC, Lee Hecht Harrison	328
Setra Systems	Boxborough	Metro South/West	Manufacturing	Setra Systems designs and manufactures a broad line of sensing products. This includes humidity, current, vacuum, and pressure sensing instruments, low pressure calibrators, and weighing and counting scales for a wide variety of applications in the HVAC/R, Semiconductor, Test & Measurement, Medical, Pharmaceutical, Barometric, Vacuum, and Industrial markets.	\$133,800	We developed this training program to address company-wide skills deficiencies and build upon skills acquired in our 2009 training program. Therefore participants in this training include employees from various operational areas. Our operational environment is very complex. Skills must be improved simultaneously in all critical areas to guarantee success of the program. This is a well balanced training program. The program provides advanced skills in the following 10 areas: 1) Inventory management, 2) Productive maintenance, 3) Problem solving in teamwork environment, 4) Advanced management competencies, 5) Customer service, 6) Finance, 7) Negotiation, 8) Presentation, 9) Project management, and 10) Software productivity tools. The training courses will be customized to meet specific operational objectives. Exercises in selected courses will include our real issues. We will assign a manager to each training group. This manager will be responsible for monitoring group training results.	ManageAssist, Inc.	119

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
SMARTWEBS, INC. (DBA:BOSTON INTERACTIVE)	CHARLESTOWN	Boston	Professional, Scientific, and Technical Services	Boston Interactive, founded in 1999, is a website design, development, and interactive marketing agency focused on creating digital strategies and solutions for clients to help them achieve their specific marketing needs and goals. Boston Interactive's clients range from mid-sized companies to Fortune 500 corporations representing various industries including healthcare, financial services, food & beverage, technology, higher education and non-profits.	\$75,316	The training plan addresses the critical needs of employees who currently lack the specific knowledge, technology skills, and/or credentials to deliver the advanced diversified services needed to maximize client satisfaction and meet new client demand. Training includes: Project Management/Agile training that will lead 4 employees to achieve PMI credentials (2 PMI-PMP Professional Certifications and 2 PMP-ACP Professional Certifications); Project Efficiency (GTD® and At Task Training), Business/Presentation, and Performance Improvement training to advance employee knowledge & skills that will result in improved project efficiency, client satisfaction, and new business development; and Advanced Technical Training on emerging multi-platform content and development strategies that will enable our company to effectively offer and deliver high-end expanded services that will impact company growth and lead to the creation of an additional 12+ jobs at Boston Interactive.	Project Management Institute (PMI); David Allen Company; Cheetah Learning, PM Study, PDUS2Go; Franklin Covey; Multiple technology providers (see Attachment A);	27
SMITH & NEPHEW, INC. ASDD	MANSFIELD	Bristol	Manufacturing	Smith & Nephew's Mansfield manufacturing facility is a division of Smith & Nephew's Advanced Surgical Devices Division. Smith & Nephew ASD is unique in offering surgeons all the arthroscopic technologies needed for successful surgery - instruments for access to joints, cameras to help allow visualization inside the joint and state-of-the-art blades for resecting tissue and specialized devices to repair damaged tissue.	\$88,000	The customized initiative will focus on improving all of our internal and external processes through the use of Lean and Six Sigma tools. The lean tools will focus on maximizing the efficiency and minimizing the waste of our everyday processes, while the Six Sigma tools will focus on reducing the variation within all of our internal and external processes in order to maximize all possible uses of our time and output. The initiative is also designed to help us develop our workforce into a team of versatile problem solvers through Lean Bronze Certification and to foster and sustain a team of Six Sigma green and black belts. Finally attention will be given to sustainment and training techniques so that the improvements and skills learned can be passed on indefinitely.	Greater Boston Manufacturing Partnership	63

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
SOUTH SHORE MILLWORK INC	NORTON	Bristol	Manufacturing	South Shore Millwork is New England's direct source for fine architectural woodwork. Established in 1991, we are a full service wood mill where skilled hands take raw material and turn, cut, press, glue and fabricate one-of-a-kind pieces. We cut custom lumber as well as supply over one dozen standard species and an unlimited number of specialty varieties of wood. In 2001 we received the Small Business of the Year Award from the South East Development Corp.	\$67,260	<p>South Shore plans to train in the following areas:</p> <p>Continuous Process Improvement will include establishing CPI teams, applying problem solving tools and root cause analysis, critical performance metrics, mapping and designing new processes, and reducing variance.</p> <p>Customer Service will include identifying internal/external customers needs, measuring customer satisfaction, upselling skills, team based proactive customer service, handling difficult customers case studies and role plays.</p> <p>Quality Assurance includes establishing a baseline for current level of quality, training employees in conducting reviews and audits for company wide quality implementation, identifying and correcting quality problems, using quality checklists.</p> <p>Train the Trainer includes training internal company trainers in adult learning, conducting a training needs analysis, presentation skills and training evaluation. We will use Train the Trainer to ensure that the</p>	The Competitiveness Improvement Company	46
Spalding Tougias Architects, Inc. (Consortium Application)	BOSTON	Boston	Professional, Scientific, and Technical Services	Both firms provide architectural services	\$14,400	<p>3 employees from Spalding Tougias and 4 employees from Choo & Company will receive 8 days (64 hours) of Revit Training at Spalding Tougias location. The proposed training plan is as follows: Phase 1- Project Based training (4 days/group) will primarily be hands-on exercises focused on model creation and creation of associated documentation. The model built during training exercises will be based on one of the attendees' actual projects so participants are forced to address challenges of real world projects. The selected project can be an active project or a recently completed project. Phase 2-Principal and Project Manager Training will be one day demonstration and discussion of topics related to managing BIM\Revit projects. Phase 3- Advanced Training(3 days/group) is scheduled once the project is underway and each session is tailored to topics relevant to the active project. Group discussions are held to discuss how projects are progressing and optimum approach</p>	WorkTerrain	7

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
SPRINGFIELD SPRING CORPORATION	EAST LONGMEADOW	Hampden	Manufacturing	Springfield Spring is one of the largest Minority-owned spring manufacturing companies in the United States. We are an ISO9001 registered and Government SBA/SDB certified company manufacturing precision engineered compression, extension, and torsion springs, air filter holding frame clips, wire forms, stampings, and assemblies.	\$26,675	The proposed training plan will focus on Six Sigma Green Belt Certification training. This Six Sigma training is a much more advanced level of training as compared to the basic training conducted in our most recent grant and will yield Green Belt Certifications. This extensive 64-hour program will focus heavily on the DMIAC Improvement Model, something that was not conducted in our previous training program, and will teach employees phases in Defining, Measuring, Improving, Controlling, and Managing of process improvement projects. We are also including a 2-day Train-the-Trainer program for this same population of employees.	National Training Associates	9
STD PRECISION GEAR & INSTRUMENT, INC.	WEST BRIDGEWATER	Brockton	Manufacturing	STD is a leader in the manufacturing of high precision, complexly configured, tightly toleranced gears, splines and other related mechanical transmission components. We take tremendous pride in manufacturing products qualified for such critical applications as NASA's International Space Station, the Hubble Telescope, Commercial & Military Aircraft as well as various defense products requiring precision engineered parts.	\$36,400	STD is in the process of acquiring the necessary equipment that will allow us to process parts through a Liquid Salt Bath Ferritic Nitrocarburizing Non-Cyanide Bath. This process provides case hardening which increases a part's resistance to wear and fatigue. The training plan that is being submitted will teach employees about the quality standards required for Nadcap certification in this specific case hardening process, how to develop the required procedures and documentation that comply with Nadcap requirements and will teach attendees how to develop training materials and perform training for current and new associates who will be involved in the new case hardening process.	National Training Associates	26
STERGIS ALUMINUM PRODUCTS, INC. (dba STERGIS WINDOWS & DOORS)	ATTLEBORO	Bristol	Manufacturing	Manufacturer of commercial aluminum and vinyl windows, doors, curtain wall and residential vinyl windows and doors. Installation services are also available.	\$120,700	Training includes "key lean principles" in order to drive efficient standardized processes that eliminate wasted activity. "Value stream mapping" will enable us to identify improvement areas for four planned Kaizen activities. Kaizen training will drive our effort to stream-line operations and better meet customer demand to stay competitive against foreign competition. ISO 9000 certification will open foreign markets to us allowing us to expand our available market. All employees will participate in "Lean 101 principles" to get a basic understanding of the concept and all manufacturing employees will also participate in a "basic manufacturing skills training". "Team involvement problem" (TIP) solving will insure employees are trained in the problem solving process. Additionally supervisory training and customer service training will increase the current key employee skill levels and take place over a 24 month period insuring "lean" concepts become corporate culture.	MassMEP, AIM	92

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
T&T ANODIZING, INC. (dba: T&T)	LOWELL	Greater Lowell	Other Services (except Public Administration)	T&T Anodizing, Inc. (T&T) provides metal finishing, painting, powder coating, and silk screening services for precision machining customers, with end-users in military, healthcare, and the commercial semi-conductor industries. We are approved by both Lockheed Martin and Raytheon for U.S. Military specification aluminum anodizing and chemical conversion coatings. T&T currently employ 9 workers in our Lowell facility.	\$17,680	The proposed training plan has been tailored to meet T&T's need for employees to meet and achieve registration to the AS9100:2009 International Aerospace Standard. The plan is divided into 5 modules: 1. Executive Management Training Session 2. Employee Training Awareness Session for AS9100:2009 3. Process Documentation Development Training 4. Auditor Classroom Training 5. Auditor Field Training	Quality Support Group, Inc. (QSG)	9
The City of Worcester (dba. Central Massachusetts Workforce Investment Board) (Group A) CONSORTIUM APPLICATION	Worcester	Central MA	Manufacturing	United Lens - Manufacturer of Precision Optics and thin film optical coatings, Incom - manufacturer of fused fiber optics and component parts, G&F Industries - Custom injection molding for the medical, military and automotive industries, Southbridge Sheet Metal - sheet metal and welding fabrication, Dexter-Russell - manufacturer of professional cutlery products.	\$250,000	The proposed training plan will primarily address the common, technical skills and problem solving skills gap of production workers at the 5 consortium companies. Training will be focused in 6 areas: 1.) Technical Skills: Shop Math, Blueprint Reading, Metrology, Geometric Dimensioning and Tolerancing, G and M Codes. 2.) Team-Based Problem Solving to introduce a team approach for problem solving to those without this background 3.) Leader Effectiveness Training (LET) to provide the ability to communicate and deal with conflict effectively yielding measurable impact 4.) Continuous Improvement: Lean Methodologies, including Value Stream Mapping and Kaizen Rapid Improvement Workshops. 5.) TWI-Job Instruction which will instruct participants how to quickly train employees to do a job correctly, safely, and conscientiously. 6.) TWI-Job Methods - Participants learn how to improve the way jobs are done.	MassMEP	158
The City of Worcester (dba. Central Massachusetts Workforce Investment Board) (Group B) CONSORTIUM APPLICATION	Worcester	Central MA	Manufacturing	David Packard Co.-Tolerance Precision Swiss CNC Machining & Laser Marking/Engraving Services H.T. Machine Co.-Industrial and Aerospace Components Magnetic Technologies LTD - High quality permanent magnetic brakes, clutches and couplings Schott No. America Inc. - Fiber optics products for lighting and imaging applications. Swissturn USA - CNC Swiss screw machine job shop. T&D Specialties - Small mechanical parts for medical products	\$189,111	The proposed training plan will primarily address the common, technical skills and problem solving skills gap of production workers at the 6 consortium companies. Training will be focused in 6 areas: 1.) Technical Skills: Shop Math, Blueprint Reading, Metrology, Geometric Dimensioning and Tolerancing, Statistical Process Control, G and M Codes. 2.) Team-Based Problem Solving to introduce a team approach for solving problems to those without this background 3.) Leader Effectiveness Training (LET) to provide the ability to communicate and deal with conflict effectively yielding measurable impact 4.) Continuous Improvement: Lean Methodologies, including Value Stream Mapping and Kaizen Rapid Improvement Workshops. 5.) TWI-Job Instruction which will instruct participants how to quickly train employees to do a job correctly, safely, and conscientiously. 6.) TWI-Job Methods - Participants learn how to improve the way jobs are done.	Mass MEP	135

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THE HOLDEN LANDMARK CORPORATION (dba. THE LANDMARK, LEOMINSTER CHAMPION, WORCESTER MAGAZINE)	MILLBURY	Central MA	Information	The Holden Landmark Corporation publishes local newspapers and magazines in Massachusetts. Our publications are: The Holden Landmark, Leominster Champion, Millbury Sutton Chronicle, baystateparent magazine, and Worcester Magazine. Our publications specialize in providing local, community-based content serving smaller, often overlooked markets.	\$67,840	This training program is meant to enhance employee skills in 3 key areas: 1. Management & Leadership training will enhance our managers' leadership and time management skills so that they can better lead their teams to enhanced performance goal attainment. They will also acquire an enhanced understanding of how to apply their management skills within the company's operating environment, for maximum effectiveness; 2. Six Sigma Quality Improvement skills will provide our employees with the skills to analyze our existing business processes and improve them to better suit our increased focus on migrating from a print-based advertising construct to a print AND web-based advertising construct; 3. Sales skills will give our sales employees a better understanding of how to sell the value of our web-based advertising and help our customers migrate to this new paradigm, we will also develop a formal marketing plan that better defines the path to achieving our marketing and sales objectives.	ManageAssist, Inc.	38
TITEFLEX COMMERCIAL DBA. TITEFLEX	SPRINGFIELD	Hampden	Manufacturing	Titeflex has been located in Springfield, MA at its current Hendee Street location since 1956. Titeflex is a world leader in the production of braided PTFE hose for use in aerospace, automotive and general industrial applications. We produce PTFE (Teflon) innercore which is then braided with a variety of materials such as stainless steel wire, Kevlar and other yarns. In addition to making hose, we also make assemblies which are used in the industrial and Natural Gas Vehicle (NGV) markets.	\$56,025	There are three main training areas; Six Sigma, 5S and computer training. The Six Sigma and Lean training will be for Yellow Belt (beginner) and Green Belt (Intermediate). The Six Sigma training will focus on Quality skills to be used in manufacturing to improve process control, quality and on-time delivery. The Lean training is aimed at reducing waste such as material waste and wasted manufacturing time (improved efficiency). The 5S training focuses on improving productivity through an organized workplace. The five "S" are Sorting, Straighten, Shine, Standardize and Sustain. 5S is an important skill in the manufacturing environment. The final area is computer training. The computer training will consist of a basic computer course and basic, intermediate and advanced Excel training.	Robbins International, Pioneer Training, Inc.	109

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
Twin Enterprise, Inc. (dba: Forty Seven Brand)	WESTWOOD	Metro South/West	Wholesale Trade	In 1947, we made our first sale on the streets surrounding Fenway Park. Today we employ over 200 people, manufacturing headwear and apparel for the NFL, MLB, NHL, NBA and over 600 colleges across the country. We have over 2,000 accounts including every major league stadium/arena. Our name, Forty Seven Brand, is a tie back to our heritage and our history, to remind us just how far we've come from those humble beginnings.	\$171,020	As our business matures and grows, we understand that it is critical to ensure that all employees are properly trained and working at full capacity. We are incorporating training across all areas of our business. The proposed areas are; ESL, Spanish training, Management & Supervisory Training, Lean Training, Customer Service Professional, Communication/Biz Writing and Efficiency review. These areas of training will be vital to our future growth as they will directly impact the departments that will be hiring new employees.	AIM, MassMEP, Worker Education Program, Boston Area Spanish Exchange	85
ULTRA ELECTRONICS OCEAN SYSTEMS INC.	BRAINTREE	South Shore	Manufacturing	Ultra Electronics Ocean Systems is a recognized technical leader in the design, development, manufacture and support of undersea defense electronics equipment and systems. We have been a major DoD supplier for over 50 years. Our long history with submarine communications, acoustic countermeasures, torpedo defense, Anti Submarine Warfare (ASW), transducers and special purpose arrays have led to the significant number of industry achievements that we have demonstrated within the defense community.	\$234,960	Ultra Electronics Ocean Systems Inc (UEOS) is upgrading it's Enterprise Resource Planning (ERP) system to Oracle. Extensive training will be needed to bring the system on-line in an expedient manner. UEOS will initially self-fund a contract with a training firm to provide general system training so employees learn the basics of Oracle and how to navigate the system. When that is complete, we would like to apply the workforce training grant to implement a train the trainer program at UEOS. We will contract with a training firm to train a subset of 20 employees to be super-users of the various functional modules within the ERP system. This training will provide intensive, hands on instruction to the super users so they fully understand the inner workings of the functional modules they will be responsible for. The super-users will develop end user training programs for each module and UEOS will self-fund the needed training for all (currently 73) remaining employees.	DAZ Systems, Inc. (DAZSI)	20

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
UNISPHERE TRAVEL LTD INC (dba COLPITTS WORLD TRAVEL)	DEDHAM	Metro South/West	Other Services (except Public Administration)	Headquartered in Dedham, Massachusetts, Colpitts World Travel has been the established leader in providing global travel management services for more than 120 years. Through its membership in national and international travel consortia, Colpitts is able extend value to its clients in the form of reduced fares and rates thanks to experienced travel consultants, proactive client relationship managers, proprietary discounts, extended business hours, 24/7 service and technology solutions.	\$52,219	The company plans to train 46 employees in Customer Service skills through a course offered through Associated Industries of Massachusetts that is class room instructor led training. The units include topics on what is good customer service, communication and phone skills, time management, dealing with difficult customers, complaint management and customer loyalty. In addition the company plans to train 11 managers and supervisors on skill topics that include the roll of a supervisor, setting priorities, what is leadership, developing employee performance, problem solving and conflict resolution and team building to improve the management skills of the company leadership. This will be class room instructor led training also by Associated Industries of Massachusetts. Colpitts World Travel will use the Sales Training Program offered by Tandem Training & Consulting, LLC. to train 20 employees that impact sales to improve their sales skills and improve their closing rate.	AIM, Tandem Training & Consulting, LLC.	55
VACUUM BARRIER CORPORATION	WOBURN	Metro North	Manufacturing	Vacuum Barrier Corporation (VBC) designs, engineers, fabricates, and tests liquid nitrogen handling systems for the food and beverage, semiconductor, pharmaceutical, and biotech industries. Our highly skilled team of engineers, sales consultants, and field service technicians collaborate with plant engineers to address their specific liquid nitrogen handling needs efficiently and economically. VBC was founded in 1958, and we currently employ 41 workers in our Woburn, Massachusetts facility.	\$80,400	The proposed training plan has been tailored to meet VBC's need for employees to meet and achieve registration to the IS 9001:2008 Standard. Training also includes Lean/Six Sigma leadership training and focused Kaizen Event Training activities. The plan is divided into 11 modules: 1. ISO 9001:2008 Executive Management Training 2. ISO 9001:2008 Employee Awareness Training 3. Flowcharting, Process Mapping, and Value Stream Training 4. Process Metrics, Process Improvement, and Root Cause Analysis Training 5. Quality Plans Training 6. Standard Requirement Training 7. Auditor Classroom Training 8. Auditor Field Training 9. Corrective Action Training 10. Leadership Skills/Lean Sigma Champion Training 11. Kaizen Event Training	Quality Support Group (QSG)	41

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
WATERMARK ENVIRONMENTAL, INC. (dba WATERMARK)	LOWELL	Greater Lowell	Professional, Scientific, and Technical Services	Founded in 2001, Watermark Environmental, Inc. (Watermark) provides construction, design/build, architecture/engineering, and environmental services to federal, state, and commercial clients throughout New England and Mid-Atlantic regions. Headquartered in Lowell, MA, additional offices are in Hanover, MA and Newtown, PA. From 2004-2013, Watermark was in the Small Business Administration (SBA)'s 8(a) Program enabling sole-source contracting.	\$51,665	Training will prepare employees for credentialing to win contracts and ensure growth. Outcomes: 1) Project Management Professional (PMP) certification to demonstrate knowledge of all phases of project implementation; 2) Technical Writing skills to aid in report composition and accurate data summaries; 3) Leadership in Energy and Environmental Design (LEED) credentialing to demonstrate knowledge and skills for green design, energy impacts, project site management, and materials; 4) Time Management skills to handle multiple project demands, prioritize tasks, meet deadlines, and create daily action plans; and 5) Supervisory training to enhance management skills, including how to motivate employees and establish group goals. Training will be offered at no charge and on-site with workers from other locations brought to Lowell. Instruction will be by experienced MCC trainers. Improved capabilities and qualifications of Watermark staff will increase contract awards and revenues.	Middlesex Community College	41
Winchester Savings Bank	Winchester	Metro North	Finance and Insurance	Winchester Savings Bank is an independent, mutual, state-chartered savings bank. The bank's mission is to meet the financial needs of the communities it serves. We offer the following personal and business services: deposit accounts, such as checking, certificates of deposit, savings, and retirement; loans, such as commercial real estate, mortgage, home equity, term, and line of credit; convenience services, such as Internet and mobile banking; and a variety of investment options.	\$64,780	Our proposed training plan includes instruction in Advanced Customer Service and Leadership Training. Advanced Customer Service is designed to develop skills which will result in employees being able to build rapport with customers via email/phone, motivating technology savvy customers to visit a bank branch to open new accounts. Specific instruction will include Shaping the Customer Experience, Using Netiquette as a Communication Tool, Selling Mobile Banking, and Understanding Multi-Generation Diversity. The Leadership Training will prepare a team of hourly employees who are prepared to be promoted into the ranks of supervisors and to assist newly promoted supervisors to be successful in their new positions. Instruction will include modules in Learning to Lead, Driving Success Through Employee Engagement, and Critical Thinking.	Tandem Training Corporation	70

Company Name	City	WIB Region	Industry	Applicant Description	Grant Amount	Training Plan Description	Participating Training Vendors	Number of Trainees
WSP USA Corp	BOSTON	Boston	Professional, Scientific, and Technical Services	WSP USA is one of the leading engineering consulting firms in the United States, with offices spanning the country. The firm specializes in environmental engineering, transportation and infrastructure engineering, and planning, study, design and construction services of mechanical, electrical, plumbing, fire protection, communication technology, and structural systems for industrial, government, commercial and institutional facilities.	\$28,800	The purpose of the training is to increase our sales force from a single sales force to include the 30 engineers who will participate in the programs. Our clients tell us that they are more likely to hire our firm when our engineers participate more actively in sales, but our engineers are not trained and not prepared for advanced sales. This program includes three modules that build participants' sales skills and increase their activity and engagement in sales activities: Advanced Sales Skills for Engineers; Advanced Presentation Skills for Sales; and Advanced Writing for Project Management and Sales. These sessions will consist of 4-hour sessions, given once per quarter for each module. Participants will receive hands-on, practical training in each of the 3 modules, with assignments to be completed throughout the year.	Gathering Pace Consulting	30
ZOAR OUTDOOR ADVENTURE RESORT, INC.	CHARLEMONT	Franklin/Hampshire	Arts, Entertainment, and Recreation	Zoar Outdoor was established in 1989 to offer outdoor adventures in the Deerfield River Valley and beyond. We offer seasonal outdoor recreation adventures, camping and lodging April--October. Our zip line canopy tour is the first zip line adventure in Southern New England. Our nationally recognized whitewater canoe and kayak school instruction for beginners to experts. Our rafting program is on 5 different rivers. Our Outfitters Shop stocks all of the latest whitewater paddling gear.	\$25,692	We propose the following training: 1. Train-the-trainer Level 2 Certification in Advanced Challenge Course Technology for 8 employees 2. Train-the-trainer Defensive Driver training for 11 staff who will then train seasonal staff in advanced techniques for driving vans with trailers 3. Red Cross First Aid, CPR & AED (Automatic External Defibrillator) Instructor training for 4 staff to become Certified Instructors 4. Lifeguard training for 6 staff, which will allow us to respond to new customer requests that go above and beyond our minimum requirements for trained lifeguards 5. Leadership development training for 24 staff across all job categories to develop clearer career paths, employee commitment and sustainability for the future of our business. 6. Sales and marketing training for 10 staff to increase efficiencies and resulting overall sales. 7. Internet marketing training to increase visitors to our website and Risk management training to reduce customer accidents--for 6 staff.	TravelKuz/Kuzmeskus Buses Inc.; Steady Sales Group; High 5 Adventure Learning Center; Valley Swim School; American Red Cross	40
139					\$13,441,286			11508